

# **Bridging the worlds of research and policy in European health systems**



## Appendix A

# Glossary and list of online resources

### ***Terms, definitions and sources***

#### ***Capacity***

The set of skills, structures and processes, as well as the organizational culture, that allows, encourages and rewards efforts to use health systems information in policy-making and that supports such efforts.

*Source:* Adapted from Canadian Health Services Research Foundation, 2014 (now called Canadian Foundation for Healthcare Improvement).<sup>1</sup>

#### ***Community of practice***

The process of social learning that occurs when individuals who have a common interest in a health systems subject or problem collaborate to share ideas, find solutions and build innovations.

*Source:* Adapted from Scottish Government, 2005.<sup>2</sup>

#### ***Data***

Facts and statistics collected together for reference or analysis.

*Source:* Oxford Dictionaries, 2014a.<sup>3</sup>

#### ***Dissemination***

The process of extracting clear, simple and actionable messages or implications from health systems information; pinpointing key policy-maker or stakeholder audiences; identifying credible ‘carriers’ of the messages for these audiences; and delivering the messages in ways that are appropriate to the audiences being targeted and will encourage them to factor the messages or implications into their work.

*Source:* Adapted from Canadian Health Services Research Foundation, 2014 (now called Canadian Foundation for Healthcare Improvement).<sup>1</sup>

### ***Health policy***

A formal statement or procedure within institutions (notably government) that defines priorities and the parameters for action in response to health needs, available resources and other political pressures.

*Source:* European Observatory on Health Systems and Policies.

### ***Health systems information***

Data (on performance and outcomes, among other topics) and research evidence (about policy and programme options to improve performance or achieve better outcomes, among other topics).

*Source:* BRIDGE.<sup>4</sup>

### ***Information-packaging mechanisms***

Information products in a variety of media that are focused at least in part on health systems information and that are intended to support policy-making. The outputs can take the form of policy briefs, issue notes, research summaries, policy dialogue reports, research reports, presentations, audio podcasts, video podcasts, videos, blogs, impact summaries, newsletters, annual reports, and cartoons and other visual media, among others.

*Source:* BRIDGE.<sup>4</sup>

### ***Interactive knowledge-sharing mechanisms***

Mediating interactions that are focused at least in part on health systems information and that are intended to support policy-making. The interactions can take the form of policy dialogues, personalized briefings, training workshops, online briefings or webinars, online discussion forums, formalized networks, informal discussions, and presentations.

*Source:* BRIDGE.<sup>4</sup>

### ***Knowledge broker***

An individual or organization that engages in knowledge brokering. We distinguish between dedicated knowledge brokers (whose work is focused on intermediating between producers and users of health systems information) and researchers (who produce health systems information but also have a role in disseminating and supporting its use among various groups).

*Source:* Canadian Health Services Research Foundation, 2014 (now called Canadian Foundation for Healthcare Improvement);<sup>1</sup> BRIDGE.<sup>4</sup>

### ***Knowledge brokering***

The use of information-packaging mechanisms and/or interactive knowledge-

sharing mechanisms to bridge policy-makers' (and stakeholders') and researchers' contexts, and thereby address the four possible explanations for the disjuncture between information and action: (i) health systems information is not communicated effectively; (ii) health systems information is not available when policy-makers and stakeholders need it and in a form that they can use; (iii) policy-makers and stakeholders lack the capacity to find and use health systems information efficiently and (in some countries) lack mechanisms to prompt them to use health systems information in policy-making; and (iv) policy-makers and stakeholders lack opportunities to discuss system challenges with researchers.

*Source:* BRIDGE.<sup>4</sup>

### ***Knowledge exchange***

Collaborative problem-solving between researchers and policy-makers (or stakeholders) that happens through ongoing interaction, collaboration and exchange of ideas in the context of a specific research process, and that results in mutual learning.

*Source:* Adapted from Canadian Health Services Research Foundation, 2014 (now called Canadian Foundation for Healthcare Improvement).<sup>1</sup>

### ***Organizational culture***

In short, 'the way we do things around here'. An organization's culture is a mixture of its traditions, values, attitudes and behaviours.

*Source:* NHS Evidence, 2010.<sup>5</sup>

### ***Organizational models for knowledge brokering***

The features of organizations that are focused at least in part on health systems information and that are intended to support policy-making. These features can relate to the role of policy-makers and stakeholders in governance; rules that ensure independence and address conflicts of interest; authority to ensure accountability to a knowledge-brokering mandate; size, mix and capacity of staff with knowledge-brokering responsibilities; size of budget and mix of funding sources for knowledge brokering; approach to prioritizing activities and accepting commissions/requests; location within another organization or network; collaboration with other organizations; and functional linkages with policy-making and stakeholder organizations.

*Source:* BRIDGE.<sup>4</sup>

### ***Policy-makers***

The government officials who will be directly involved in decision-making as part of a policy-making process, either as decision-makers themselves (notably

politicians) or as advisers working in close proximity to these decision-makers (notably political staffers and civil servants).

Source: BRIDGE.<sup>4</sup>

### ***Research evidence***

The results of a systematic study of materials and sources in order to establish facts and reach new conclusions. The results can take the form of conceptual frameworks, primary research studies, and systematic reviews, among other forms.

Source: Adapted from Oxford Dictionaries, 2014b<sup>6</sup>; BRIDGE.<sup>4</sup>

### ***Stakeholders***

The individuals and groups who will be involved in or affected by (i.e. who have an interest in) a policy-making process, not including government officials who will be directly involved in the decision-making. Stakeholders can come from industry, professional associations and patient groups, among others.

Source: BRIDGE;<sup>4</sup> adapted from European Observatory on Health Systems and Policies.

### ***Tacit knowledge***

The knowledge or know-how that people carry in their heads. Compared with explicit knowledge (such as published research evidence), tacit knowledge is more difficult to articulate or write down, and so it tends to be shared between people through discussion, stories and personal interactions. It includes skills, experiences, insight, intuition and judgement.

Source: NHS Evidence, 2010.<sup>5</sup>

### ***Online resources***

#### **Canadian Best Practices Portal**

- Portal for knowledge-brokering terms related to best practices in public health

<http://cbpp-pcpe.phac-aspc.gc.ca>

#### **European Observatory on Health Systems and Policies**

- Glossary of knowledge-brokering and health systems terms  
(not available online at time of publication)

#### **International Development Research Centre (IDRC)**

- Knowledge-brokering toolkit

[http://network.idrc.ca/cfp/ev-133179-201-1-DO\\_TOPIC.html](http://network.idrc.ca/cfp/ev-133179-201-1-DO_TOPIC.html)

- Knowledge-brokering theories, approaches and applications  
[http://web.idrc.ca/es/ev-125826-201-1-DO\\_TOPIC.html](http://web.idrc.ca/es/ev-125826-201-1-DO_TOPIC.html)

### **Knowledge Brokers' Forum**

- Collaborative space to promote knowledge sharing and dissemination on knowledge brokering  
<http://www.knowledgebrokersforum.org>

### **Knowledge Translation+ (KT+)**

- Evidence service focused on knowledge brokering  
<http://plus.mcmaster.ca/kt/default.aspx>

### **KT Clearinghouse (KTCH)**

- Glossary of knowledge-brokering terms  
<http://ktclearinghouse.ca/glossary>

### **WhatisKT**

- Wiki focused on knowledge brokering  
<http://whatiskt.wikispaces.com>.

### **NHS Evidence – knowledge management**

- Glossary of knowledge-brokering terms  
<http://collections.europarchive.org/tna/20100509080731/http://www.library.nhs.uk/knowledgemanagement/Page.aspx?pagename=GLOSSARY>.

### **Research Unit for Research Utilisation (RURU)**

- Keywords related to knowledge brokering (but not definitions)  
(not available online at time of publication).

### **Scottish Government**

- Background to knowledge brokering  
<http://www.scotland.gov.uk/Publications/2005/09/2782919/29225>.

1. Canadian Health Services Research Foundation (2014). Glossary of knowledge exchange terms. In: Resources and tools [website]. Ottawa: Canadian Foundation for Healthcare Improvement (<http://www.cfhi-fcass.ca/PublicationsAndResources/ResourcesAndTools/GlossaryKnowledgeExchange.aspx>, accessed 1 April 2014).

2. Scottish Government (2005). Background, introduction and SAHPM overview. In: New directions for knowledge transfer and knowledge brokerage in Scotland, Part 4. Edinburgh (<http://www.scotland.gov.uk/Publications/2005/09/2782919/29225>, accessed 1 April 2014).

3 Oxford Dictionaries (2014a). Data. In: Oxforddictionaries.com [online]. Oxford: Oxford University Press (<http://www.oxforddictionaries.com/definition/english/data?q=data>, accessed 1 April 2014).

4 BRIDGE series. In: European Observatory on Health Systems and Policies [website]. Copenhagen, WHO Regional Office for Europe (<http://www.euro.who.int/en/about-us/partners/observatory/bridge-series>, accessed 1 April 2014).

5. NHS Evidence (2010). Glossary of health knowledge management terms. In: Knowledge management [website]. London: National Institute for Health and Clinical Excellence (<http://collections.europarchive.org/tna/20100509080731/http://www.library.nhs.uk/knowledgemanagement/Page.aspx?pagename=GLOSSARY>, accessed 1 April 2014).

6 Oxford Dictionaries (2014b). Research. In: Oxforddictionaries.com [online]. Oxford: Oxford University Press ([http://www.oxforddictionaries.com/definition/english/research#m\\_en\\_gb\\_0703100](http://www.oxforddictionaries.com/definition/english/research#m_en_gb_0703100), accessed 1 April 2014).



# **Inclusion criteria for knowledge-brokering organizations in the BRIDGE study**

*This is a copy-edited version of this study instrument, but no substantive changes have been made.*

Knowledge-brokering organizations included in the BRIDGE study should have the following characteristics.

1. Fund, conduct or disseminate research
  - exclude lobby groups and think tanks that support political activities but do not employ systematic methods and do not report their methods and findings transparently.
2. Focus at least in part on governance, financial and delivery arrangements within health systems
  - exclude units that focus solely on *clinical* programmes, services or drugs (and other technologies) or on *public health* programmes and services, and not on how clinical or public health programmes and services are governed, financed/funded and delivered;
  - note this means that guideline-producing organizations and health technology assessment agencies, which are routinely studied, are not covered.
3. Identify policy-makers as being among the target audiences for their research
  - exclude units that focus solely on supporting the use of decision aids by patients, increasing the consumption of particular prescription drugs by patients, supporting the uptake of practice guidelines by clinicians, and improving the prescribing of particular drugs by clinicians.



4. Function as a semi-autonomous or autonomous organization
  - exclude university departments that do not have some independence, but include (for example) an institute with an external advisory council.
5. Put all (or almost all) of their products in the public domain (whether or not there is a small charge) in order to advance the public interest
  - exclude consulting firms that produce reports for clients in order to advance the clients' commercial interests but do not make the report publicly available;
  - also exclude government strategy units that advance the public interest but that do not make their reports publicly available.
6. Add value beyond the simple collection and collation of data, and
  - exclude statistical agencies that do not have a semi-autonomous unit that produces analytical reports based on the data collected or collated by the agency.
7. Target Member States of the European Union or European Free Trade Association, groupings of these states, or constituent units of these states above the level of municipality (e.g. provinces, counties):
  - exclude units serving only the needs of city councils (with the exception of Finland where health care is a municipal responsibility).

## Appendix C

# Data-collection tool for the website reviews

*This is a copy-edited version of the original study instrument, but no substantive changes have been made.*

1. Write **your name** (as the country correspondent completing this tool):

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2. Circle the **number** corresponding to the country that you are covering:

#	Country	#	Country	#	Country
01	Austria	15	Latvia	28	Iceland*
02	Belgium	16	Lithuania	29	Liechtenstein*
03	Bulgaria	17	Luxembourg	30	Norway*
04	Cyprus	18	Malta	31	Switzerland*
05	Czech Republic	19	Netherlands	32	Global, European or cross-national focus
06	Denmark	20	Poland		
07	Estonia	21	Portugal		
08	Finland	22	Romania		
09	France	23	Slovakia		
10	Germany	24	Slovenia		
11	Greece	25	Spain		
12	Hungary	26	Sweden		
13	Ireland	27	United Kingdom		
14	Italy				

\*Member States of the European Free Trade Association; others are states of the European Union.

3. Write the **name of the organization** that you are reviewing:

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4. Describe the **level** at which it is operating (pan-European, cross-national, national, subnational):

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5. Describe the **scale** at which it is operating and the basis for your assessment (e.g. small with <10 staff and <30 published outputs per year, versus large with >100 staff and >300 published outputs per year):

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6. Insert the **URL (website address)** that you are using to review the organization:

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**Eligibility**

7. Indicate which of the following types of policy-makers *in Europe* are identified as being among the organization's **target audiences**:

Target audiences	Tick if yes (and transcribe verbatim any descriptions, including seniority of target audiences)	Rank the order of priority assigned to target audiences, if described
<b>National and subnational policy-makers – politicians</b> (i.e. ministers of health or finance, among others, who take the major health-policy decisions)		
<b>National and subnational policy-makers – civil servants in health, finance and other relevant ministries</b> (i.e. civil servants who draft position papers and legislation, oversee reforms and have a significant influence on the decisions of politicians and parliaments)		e.g. 1 (primary audience)
<b>International policy-makers – politicians</b> (i.e. members of pan-European bodies such as the European Parliament who play an increasing role in shaping social and economic policy at a pan-European level)		
<b>International agencies – staff</b> (i.e. staff of pan-regional or global bodies such as the European Commission or World Bank who directly or indirectly affect policy-making in countries)		e.g. 2 (one of two secondary audiences of equal priority)
<b>International agencies/NGOs – advisers and consultants on health-care reform</b> (i.e. individuals who may have a direct impact on decisions, such as those who support national policy-makers in central and eastern Europe)		e.g. 2 (one of two secondary audiences of equal priority)

Please note that ticking one or more of these boxes is typically required for inclusion in the BRIDGE study. However, we will address other possibilities on a case-by-case basis. In such situations, please use the next item as an opportunity to introduce the rationale.

8. Indicate which of the following *other types* of policy-makers in Europe are identified as being among the organization's **target audiences**:

- health system managers** (i.e. senior managers who take hands-on responsibility for the running of health-care services, purchasing authorities, sickness funds and other institutions);
- other types of policy-makers** (e.g. medical associations in Germany), please specify:

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Please note that organizations targeting the general public, patients, clinicians or the media – but not also one of the groups described in items 7 and 8 – are not normally considered for inclusion in the BRIDGE study.

**Information-packaging mechanisms**

9. List **each type of information-packaging mechanism**<sup>1</sup> used by the organization (i.e. each type of product that can be downloaded from its website, sent upon request or subscribed to). Tick any applicable codes from the list next to the table. Write any applicable comments in the final column (add additional pages if necessary).

Mechanism	Preparation	Packaging	Supporting its wider use	Observations about its innovativeness or its impact
	1 <input type="checkbox"/> 2a <input type="checkbox"/> 2b <input type="checkbox"/> 2c <input type="checkbox"/> 2d <input type="checkbox"/> 2e <input type="checkbox"/> 3a <input type="checkbox"/> 3b <input type="checkbox"/> 3c <input type="checkbox"/> 4 <input type="checkbox"/>	5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/>	8 <input type="checkbox"/> 9 <input type="checkbox"/>	
	1 <input type="checkbox"/> 2a <input type="checkbox"/> 2b <input type="checkbox"/> 2c <input type="checkbox"/> 2d <input type="checkbox"/> 2e <input type="checkbox"/> 3a <input type="checkbox"/> 3b <input type="checkbox"/> 3c <input type="checkbox"/> 4 <input type="checkbox"/>	5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/>	8 <input type="checkbox"/> 9 <input type="checkbox"/>	
	1 <input type="checkbox"/> 2a <input type="checkbox"/> 2b <input type="checkbox"/> 2c <input type="checkbox"/> 2d <input type="checkbox"/> 2e <input type="checkbox"/> 3a <input type="checkbox"/> 3b <input type="checkbox"/> 3c <input type="checkbox"/> 4 <input type="checkbox"/>	5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/>	8 <input type="checkbox"/> 9 <input type="checkbox"/>	

**Preparation**

Does it target (or appear to target) policy-makers as a key audience?  
 Does it stem from one or more of the following?

- a. research project (i.e. primary research);
  - b. systematic review;
  - c. meeting with policy-makers or stakeholders;
  - d. collation of research-related products (e.g. a and b) or activities (e.g. c); or
  - e. issue raised by policy-makers.
- Does it focus primarily on one or more of the following?
- a. problem or policy objective;
  - b. options for addressing a problem or achieving a policy objective; or
  - c. implementation considerations.
- Was it reviewed before publication by members of its target audience (i.e. not just by researchers)?

**Packaging**

Does it use language that is clearly designed to be accessible?  
 Does it follow a graded-entry format with key messages, possibly an executive summary, and a full report?

Does it highlight decision-relevant information explicitly (e.g. benefits, harms and costs of options)?

**Supporting its wider use**

8. Are online commentaries or briefings about the product provided by representatives of its target audiences?
9. Is there an option to sign up for an e-mail alert/listserv when new products are posted online?

<sup>1</sup> Information products in a variety of media that are focused, at least in part, on health systems information and that are intended to support policy-making. The outputs can take the form of policy briefs, issue briefs, research summaries, policy dialogue reports, research reports, presentations, audio podcasts, video podcasts, videos, blogs, impact summaries, newsletters, annual reports, and other visual media, among others.

**Interactive knowledge-sharing mechanisms**

10. List **each type of interactive knowledge-sharing mechanism**<sup>2</sup> used by the organization. Tick any applicable codes from the list next to the table. Write any applicable comments in the final column (add additional pages if necessary).

Mechanism	Preparation	Organization	Supporting its wider use	Observations about its innovativeness or its impact
	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3a <input type="checkbox"/> 3b <input type="checkbox"/> 3c <input type="checkbox"/> 3d <input type="checkbox"/> 3e <input type="checkbox"/> 3f <input type="checkbox"/> 4a <input type="checkbox"/> 4b <input type="checkbox"/> 4c <input type="checkbox"/> 4d <input type="checkbox"/>	5 <input type="checkbox"/> 6a <input type="checkbox"/> 6b <input type="checkbox"/> 6c <input type="checkbox"/> 7a <input type="checkbox"/> 7b <input type="checkbox"/> 7c <input type="checkbox"/> 7d <input type="checkbox"/> 8a <input type="checkbox"/> 8b <input type="checkbox"/> 8c <input type="checkbox"/>	9 <input type="checkbox"/> 10 <input type="checkbox"/>	
	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3a <input type="checkbox"/> 3b <input type="checkbox"/> 3c <input type="checkbox"/> 3d <input type="checkbox"/> 3e <input type="checkbox"/> 3f <input type="checkbox"/> 4a <input type="checkbox"/> 4b <input type="checkbox"/> 4c <input type="checkbox"/> 4d <input type="checkbox"/>	5 <input type="checkbox"/> 6a <input type="checkbox"/> 6b <input type="checkbox"/> 6c <input type="checkbox"/> 7a <input type="checkbox"/> 7b <input type="checkbox"/> 7c <input type="checkbox"/> 7d <input type="checkbox"/> 8a <input type="checkbox"/> 8b <input type="checkbox"/> 8c <input type="checkbox"/>	9 <input type="checkbox"/> 10 <input type="checkbox"/>	
	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3a <input type="checkbox"/> 3b <input type="checkbox"/> 3c <input type="checkbox"/> 3d <input type="checkbox"/> 3e <input type="checkbox"/> 3f <input type="checkbox"/> 4a <input type="checkbox"/> 4b <input type="checkbox"/> 4c <input type="checkbox"/> 4d <input type="checkbox"/>	5 <input type="checkbox"/> 6a <input type="checkbox"/> 6b <input type="checkbox"/> 6c <input type="checkbox"/> 7a <input type="checkbox"/> 7b <input type="checkbox"/> 7c <input type="checkbox"/> 7d <input type="checkbox"/> 8a <input type="checkbox"/> 8b <input type="checkbox"/> 8c <input type="checkbox"/>	9 <input type="checkbox"/> 10 <input type="checkbox"/>	
	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3a <input type="checkbox"/> 3b <input type="checkbox"/> 3c <input type="checkbox"/> 3d <input type="checkbox"/> 3e <input type="checkbox"/> 3f <input type="checkbox"/> 4a <input type="checkbox"/> 4b <input type="checkbox"/> 4c <input type="checkbox"/> 4d <input type="checkbox"/>	5 <input type="checkbox"/> 6a <input type="checkbox"/> 6b <input type="checkbox"/> 6c <input type="checkbox"/> 7a <input type="checkbox"/> 7b <input type="checkbox"/> 7c <input type="checkbox"/> 7d <input type="checkbox"/> 8a <input type="checkbox"/> 8b <input type="checkbox"/> 8c <input type="checkbox"/>	9 <input type="checkbox"/> 10 <input type="checkbox"/>	

**Preparation**  
 1. Does it target (or appear to target) policy-makers as a key audience?  
 2. Does it target stakeholders who will be involved in or affected by decisions that might be informed by the mechanism?

3. Does it stem from one or more of the following?  
 a. research agenda setting;  
 b. research project (i.e. primary research);  
 c. systematic review;  
 d. collation of research-related products (e.g. a and b) or activities (e.g. c);  
 e. issue raised by policy-makers; or  
 f. training need identified by policy-makers.  
 4. Does it focus primarily on one or more of the following?  
 a. problem or policy objective;  
 b. options for addressing a problem or achieving a policy objective; or  
 c. implementation considerations.

**Organization**  
 5. Does the timing relate explicitly to a policy-making process or to requests from policy-makers?  
 6. Does it involve one or more of the following?  
 a. closed list of invitees;  
 b. pre-circulation of products described in question 9 above; or  
 c. rules about whether and how comments can be attributed.  
 7. Does it involve one or more of the following?

- a. presentations by an expert;  
 b. questions and answers targeted at an expert;  
 c. policy-maker commentaries on an expert's input; or  
 d. dialogue where each participant has the potential to contribute equally to the discussion.  
 8. Does it involve one or more of the following?  
 a. in-person interactions;  
 b. synchronous online interactions; or  
 c. asynchronous online interactions.

**Supporting its wider use**  
 9. Are any products based on the interactions?  
 10. Is there an option to sign up for an e-mail alert/listserv when new interaction-related products are posted online?

<sup>2</sup> Mediating interactions that are focused, at least in part, on health systems information and that are intended to support policy-making. The interactions can take the form of policy dialogues, personalized briefings, training workshops, online briefings or webinars, online discussion forums, formalized networks, informal discussions, and presentations.

**Organizational model**

11. Cut and paste (and translate if necessary) any available descriptions of the organizational model used by the organization, which can include:

- role of policy-makers in its governance and management (e.g. located within government, director appointed by government, and staff paid by civil service grade; arms-length agency with an independent board comprised of policy-makers from several ministries and stakeholders such as insurance funds);
- size, disciplinary mix, and knowledge translation expertise of staff;
- size of budget and contributions of national and regional policy-making authorities to the budget;
- approach to setting its agenda or annual programme of work (e.g. 30% directed by government, 70% set at the discretion of the director);
- location within another organization (e.g. government or university) or network; and
- use of rapid-response functions, exchange programmes and other efforts to support responsive relations between researchers and policy-makers.

**Monitoring and evaluation**

12. Cut and paste (and translate if necessary) any available descriptions of the approach to monitoring and evaluation used by the organization, which can include (but is not limited to):

- media coverage
- citation in policy documents, and
- independent evaluations of impact on systems and policies.

**Other**

13. Indicate whether the organization is no longer active but has a publicly accessible (archived) website that permitted this assessment.

- inactive



## Appendix D

# Country correspondents for the website reviews and validators for the eligibility assessments

#	Country (or jurisdiction)	Country correspondent	Associate country correspondent	Validator
1	<b>Austria</b>	Maria Hofmarcher	Elisabeth Breyer	Manfred Huber
2	<b>Belgium</b>	Mark Leys		Lieven De Raedt
3	<b>Bulgaria</b>	Emilia Tontcheva	Nyulifer Jacob	Antoniya Dimova
4	<b>Cyprus</b>	Aris Sissouras	Charalampos Economou	Panos Pashardes
5	<b>Czech Republic</b>	Jan Šturma		None identified
6	<b>Denmark</b>	Peter Kjær		Allan Krasnik
7	<b>Estonia</b>	Jarno Habicht	Triinu Tikas	Ain Aaviksoo
8	<b>Finland</b>	Ilmo Keskimäki	Liina-Kaisa Tynkkynen	None identified
9	<b>France</b>	Karine Chevreul	Karen Brigham	Frédéric Bousquet
10	<b>Germany</b>	Reinhard Busse	Verena Gramse	Helmut Brand
11	<b>Greece</b>	Aris Sissouras	Charalampos Economou	Elias Mossialos
12	<b>Hungary</b>	Peter Gaal	Blanka Csilla Török	Zsafia Pusztai
13	<b>Ireland</b>	David McDaid		None identified
14	<b>Italy</b>	Giovanni Fattore	Alessandra Susi	Antonio Giulio De Belvis
15	<b>Latvia</b>	Aiga Rurane	Jolanta Skrule	Gunta Rozentāle
16	<b>Lithuania</b>	Romualdas Gurevicius	Lina Muleronkaitė	Robertas Petkevičius
17	<b>Luxembourg</b>	Mark Leys		None identified
18	<b>Malta</b>	Miriam Dalmas	Roberto Debono	Natasha Muscat and Neville Calleja
19	<b>Netherlands</b>	Ewout van Ginneken	Verena Gramse	Willemijn Schäfer
20	<b>Poland</b>	Barbara Niedzwiedzka	Ewa Dobrogowska-Schlebusch	Paulina Miśkiewicz
21	<b>Portugal</b>	Paulo Sousa	Paula Perdigão	Pedro Pita Barros
22	<b>Romania</b>	Victor Stefan Olsavszky		None identified
23	<b>Slovakia</b>	Darina Sedláková	Jana Potúčková	Peter Pažitný
24	<b>Slovenia</b>	Tit Albreht	Marjetka Jelenc	Marijan Ivanusa
25	<b>Spain</b>	José M Martín-Moreno	Meggan Harris	José Ramón Repullo Labrador
26	<b>Sweden</b>	Henrik Lundström	Jesper Olsson	Anders Anell



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#	Country (or jurisdiction)	Country correspondent	Associate country correspondent	Validator
27	<b>United Kingdom</b>	David McDaid	Lucia Kossarova and Anna Sagan	Sean Boyle
28	<b>Iceland*</b>	Sigurbjörg Sigurgeirsdóttir		None identified
29	<b>Liechtenstein*</b>	Govin Permanand		None identified
30	<b>Norway*</b>	John-Arne Røttingen	Kari Håvelsrud	Olav Valen Slåttebrekk
31	<b>Switzerland*</b>	Gaudenz Silberschmidt	Markus Weber	Luca Crivelli
32	<b>Global, European or cross-national</b>	Cristina Catalo and Gabriele Pastorino		Nick Fahy

\*Member States of the European Free Trade Association; others are states of the European Union.

## Appendix E

# Organizations included in the BRIDGE study and those carefully considered but excluded

#	Country (or jurisdiction)	Organization
<b>European Union</b>		
1	<b>Austria</b>	<b>Included</b> Department für Evidenzbasierte Medizin und Klinische Epidemiologie, Donau-Universität Krems/Department for Evidence-based Medicine and Clinical Epidemiology, Danube University Krems Gesundheit Österreich GmbH (GÖG)/Austrian Health Institute (GÖG) Institut für Gesundheitsplanung/Institute for Healthcare Planning Institut für Höhere Studien (IHS)/Institute for Advanced Studies (IHS) Joanneum Research/Joanneum Research, Institute of Medical Technologies and Health Management Ludwig Boltzmann Institute of Health Promotion Research (LBIHPR)/Ludwig Boltzmann Institute, Health Promotion Research (LBIHPR) Ludwig Boltzmann Institute of Health Technology Assessment (LBI-HTA)/Ludwig Boltzmann Institute, Health Technology Assessment (LBI-HTA) Österreichische Agentur für Gesundheit und Ernährungssicherheit (AGES)/Austrian Agency for Health and Food Safety (AGES) Österreichisches Institut für Wirtschaftsforschung (WIFO)/Austrian Institute of Economic Research (WIFO) Statistik Austria/Statistics Austria <b>Carefully considered and found to meet some but not all criteria</b> Arbeitskreis für Vorsorge und Sozialmedizin gemeinnützige BetriebsGmbH (AKS)/ Working Group for Preventive and Social Medicine (AKS) Institut für Pharmaökonomische Forschung/Institute for Pharmacoeconomic Research (IPF) Österreichisches Rotes Kreuz/Austrian Red Cross

#	Country (or jurisdiction)	Organization
2	<b>Belgium</b>	<p><b>Included</b></p> <p>Federaal Kenniscentrum voor de Gezondheidszorg (KCE)/Centre fédéral d'expertise des soins de santé (KCE)/Belgian Health Care Knowledge Centre (KCE)</p> <p>Steunpunt Welzijn, Volksgezondheid en Gezin (SWVG)/Knowledge Centre for Welfare, Public Health and Family</p> <p>Wetenschappelijk Instituut Volksgezondheid (WIV)/Institut Scientifique de Santé Publique (ISP)/Scientific Institute of Public Health (WIV-ISP)</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Agence fédérale pour la sécurité de la chaîne alimentaire (AFSCA)/Federaal Agentschap voor de veiligheid van de voedselketen (FAVV)/Föderalagentur für die Sicherheit der Nahrungsmittelkette (FASNK)/Federal Agency for the Safety of the Food Chain (FASFC)</p> <p>Institut national d'assurance maladie (INAMI)/Rijksinstituut voor ziekte- en invaliditeitsverzekering (RIZIV)/National Institute for Health and Disability Insurance (NIHDI)</p> <p>Itinera Institute/Itinera Institute/Itinera Institute</p> <p>Observatoire de la santé et du social de Bruxelles-Capitale/Observatorium voor Gezondheid en Welzijn van Brussel-Hoofdstad/Brussels-Capital Health and Social Observatory</p> <p>Observatoire de la santé du Hainaut/Observatory for Health in Hainaut</p> <p>Observatoire franco-belge de la santé (OFBS)/Franco-Belge Observatory for Health</p> <p>Vlaams Agentschap voor Personen met een Handicap (VAPH)/Agence flamande pour les personnes handicapées (VAPH)/Flemish Agency for Disabled Persons (VAPH)</p>
3	<b>Bulgaria</b>	<p><b>Included</b></p> <p>Национален център по здравна и информация/National Center of Public Health and Analyses (NCPHA)</p> <p>Национален център по опазване на общественото здраве/National Centre of Public Health Protection</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Bulgarian Association of Nurses</p> <p>Bulgarian Dental Association</p> <p>Български лекарски съюз (Блс)/Bulgarian Medical Association</p> <p>Народно събрание на Република България/Healthcare Committee, National Assembly of the Republic of Bulgaria</p> <p>Национална здравноосигурителна каса/National Health Insurance Fund</p> <p>Ministry of Health, Bulgaria</p>
4	<b>Cyprus</b>	<p><b>Included</b></p> <p>Not applicable</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Ανοικτό Πανεπιστήμιο Κύπρου/Department of Health Management, Open University of Cyprus</p> <p>Υπουργείο Υγείας Το Κτηνιατρικό Διμοκρπιαίο/Health Monitoring Unit, Ministry of Health of Cyprus</p>
5	<b>Czech Republic</b>	<p><b>Included</b></p> <p>Evropské Centrum pro medicínskou informatiku, statistiku a epidemiologii (EruoISE centrum)/European Centre for Medical Informatics, Statistics and Epidemiology (EuroMISE Centre)</p> <p>Národní Referenční Centrum (NRC)/National Reference Centre (NRC)</p> <p>Občanské Sdružení Reforma Zdravotnictví - Forum.cz/HealthReform.cz</p> <p>Státní Zdravotní Ústav (SZU)/National Institute of Public Health (NIPH)</p> <p>Ústav zdravotnických informací a statistiky ČR (ÚZIS ČR)/Department of Analyses, Publication and External Collaboration, Institute of Health Information and Statistics of the Czech Republic (IHIS)</p>

#	Country (or jurisdiction)	Organization
5	<b>Czech Republic</b> (contd)	<p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Akademie věd České republiky/Academy of Sciences of the Czech Republic Centrum kardiologickému a transplantacní chirurgie (CKTCH)/Center for Cardiovascular and Transplant Surgery České národní fórum pro eHealth (O ČNFeH)/Czech National Forum for eHealth Endokrinní ústav (endo.cz)/Institute of Endocrinology Fórum pro Otevřené Zdravotnictví/Forum for Modern Health Care Institutu Klinické a Experimentální Medicíny (IKEM)/Institute for Clinical and Experimental Medicine Koalice pro zdraví/Coalition for Health Koordinační středisko transplantací (KST)/Czech Transplantations Coordinating Center (KST) Masarykův onkologický ústav/Masaryk Memorial Cancer Institute Svaz zdravotních pojišťoven (SZP ČR)/Association of Companies' Health Insurance Funds Technology Centre (AS-CR)</p>
6	<b>Denmark</b>	<p><b>Included</b></p> <p>Danish Institute of Governmental Research (AKF) Dansk Sundhedsinstitut (DSI)/Danish Institute for Health Services Research</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Center for Anvendt Sundhedstjenesteforskning og Teknologivurdering, Syddansk Universitet/Centre for Applied Health Services Research and Technology Assessment, University of Southern Denmark Centre for Health Management, Copenhagen Business School (CBS) Evidence in Research and Action Network (EIRA), Syddansk Universitet Forskningsenheden for Sundhedsøkonomi, Syddansk Universitet/Research Unit of Health Economics, University of Southern Denmark Kræftens Bekæmpelse/Danish Cancer Society Institut for Folkesundhedsvidenskab, Afdeling for Sundhedstjenesteforskning, Københavns Universitet/Section for Health Services Research, Department of Public Health, University of Copenhagen Statens Institut for Folkesundhed, Syddansk Universitet/Danish National Institute of Public Health (NIPH), University of Southern Denmark</p>
7	<b>Estonia</b>	<p><b>Included</b></p> <p>Poliitikauringute Keskus PRAXIS/PRAXIS Center for Policy Studies Tervise Arengu Instituut (TAI)/National Institute for Health Development (NIHD)</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Eesti Haigekassa/Estonian Health Insurance Fund (EHIF) Raviamet/State Agency of Medicines (SAM) Sotsiaalvaldkonna uuringud ja analüüsid, Sotsiaalministeerium/Social Policy Information and Analysis Department, Estonian Ministry of Social Affairs (SPIAD) Tartu Ülikooli tervishoiu instituut/Department of Public Health, Faculty of Medicine, Tartu University Tervisekaitseinspektsiooni/Health Protection Inspectorate (EHPI) Tervisevaldkonna uuringud ja analüüsid, Sotsiaalministeerium/Health Information and Analysis Department, Estonian Ministry of Social Affairs (HIAD)</p>
8	<b>Finland</b>	<p><b>Included</b></p> <p>Kunnat.net Kuntatiedon Keskus/Association of Finnish Local and Regional Authorities Suomen itsenäisyyden juhlarahasto (Sitra)/Finnish Innovation Fund (Sitra) Teknologian ja innovaatioiden kehittämiskeskus (TEKES)/Finnish Funding Agency for Technology and Innovation (TEKES) Terveystieteiden tutkimuskeskus (THL)/National Institute for Health and Welfare (THL) (merger of the National Research and Development Centre for Welfare and Health [STAKES] and the National Public Health Institute [KTL])</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Not applicable</p>

#	Country (or jurisdiction)	Organization
9	France	<p><b>Included</b></p> <p>Centre de recherche médecine, sciences, santé, santé mentale, société (CERMES3)/ Research Centre for Medicine, Science, Health, Mental Health and Society (CERMES3)</p> <p>Institut de recherche en santé publique (IReSP)/French Institute for Public Health Research (IReSP)</p> <p>Institut de recherche et documentation en économie de la santé (IRDES)/Institute for Research and Information in Health Economics (IRDES)</p> <p>Laboratoire d'économie et de gestion des organisations de santé, Université Paris-Dauphine (LEGOS)/Laboratory of Economics and Healthcare Management, University of Paris-Dauphine (LEGOS)</p> <p>Sciences économiques et sociales, systèmes de santé, sociétés, UMR 912 Inserm-IRD-Université Aix-Marseille/Economy &amp; Social Sciences, Health Care Systems &amp; Societies Unit 912 of Inserm, IRD, University of Aix-Marseille</p> <p>Unité de recherche clinique en économie de la santé d'Ile-de-France (URC Eco)/ Paris Health Services and Health Economics Research Unit (URC Eco)</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Centre d'analyse stratégique (CAS), Gouvernement de France</p> <p>Chaire d'Economie et gestion des services de santé, Conservatoire national des arts et métiers (CNAM)/Chair of Economics and Management of Health Services, National Conservatory of Arts and Trades (CNAM)</p> <p>Département des sciences humaines, sociales et des comportements de santé (SHSC), École des Hautes Études en Santé Publique (EHESP)/Department of Human and Social Sciences and Health Behaviour, EHESP School of Public Health</p> <p>Direction de la recherche, des études, de l'évaluation et des statistiques (DREES), Ministère du Travail, de l'Emploi et de la Santé/Directorate of Research, Studies, Evaluation and Statistics (DREES), Ministry of Labour, Employment and Health</p> <p>Direction de la stratégie, des études et des statistiques (DSES), Caisse nationale de l'assurance maladie des travailleurs salariés (Cnamts)/Strategy, Research and Statistics Directorate (DSES), French National Health Insurance Fund for Salaried Workers (Cnamts)</p> <p>Haute autorité de santé (HAS)/National Health Authority (HAS)</p> <p>Haut conseil pour l'avenir de l'assurance maladie (HCAAM)/High Council for the Future of Health Insurance (HCAAM)</p> <p>Inspection générale des affaires sociales (IGAS)/General Inspectorate for Social Affairs</p> <p>Institut de la protection sociale européenne (IPSE)/Institute of European Social Protection (IPSE)</p> <p>Institut de veille sanitaire (InVS)/French Institute for Public Health Surveillance (InVS)</p> <p>L'Observatoire national de la démographie des professions de santé (ONDPS), Ministère du travail, de l'emploi et de la santé</p>
10	Germany	<p><b>Included</b></p> <p>Bertelsmann Stiftung/Bertelsmann Foundation</p> <p>Fritz Beske Institut für Gesundheits-System-Forschung Kiel/Fritz Beske Institute for Health System Research Kiel</p> <p>Robert Koch Institut (RKI)/Robert Koch Institute</p> <p>Wissenschaftliches Institut der AOK (WiDo)/Scientific Institute of the AOK</p> <p>Wissenschaftszentrum Berlin für Sozialforschung (WZB)/Berlin Social Science Center (WZB)</p> <p>Zentrum für Sozialpolitik (ZeS), Universität Bremen/Centre for Social Policy Research (ZeS), University of Bremen</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Akademie für Ethik in der Medizin (AEM)/Academy for Ethics in Medicine (AEM)</p> <p>Ärztliches Zentrum für Qualität in der Medizin (ÄZQ)/Agency for Quality in Medicine (ÄZQ)</p> <p>Bayerisches Landesamt für Gesundheit und Lebensmittelsicherheit/Bavarian State Office for Health and Food Safety</p>

#	Country (or jurisdiction)	Organization
10	Germany (contd)	<p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Bundesministerium für Bildung und Forschung (BMBF)/Federal Ministry of Education and Research (BMBF)</p> <p>Das Deutsche Cochrane Zentrum (DCZ)/German Cochrane Center (GCC)</p> <p>Deutsche Gesellschaft für Medizinische Informatik, Biometrie und Epidemiologie e.V. (GMDS)/German Society for Medical Computer Science, Biometry and Epidemiology</p> <p>Deutsche Gesellschaft für Public Health e.V. (DGPH)/German Society of Public Health</p> <p>Deutsche Gesellschaft für Sozialmedizin und Prävention e.V. (DGSMPP)</p> <p>Deutsches Institut für Gesundheitsrecht (DIGR)/German Institute of Health Legislation (DIGR)</p> <p>Deutsches Institut für Medizinische Dokumentation und Information (DIMDI)/German Institute of Medical Documentation and Information (DIMDI)</p> <p>Deutsches Netzwerk Evidenzbasierte Medizin-/German Network of Evidence-based Medicine</p> <p>Deutsche Verband für Gesundheitswissenschaften und Public Health e.V. (DVGPH)/German Association for Health Sciences and Public Health (DVGPH)</p> <p>Europäisches Public Health Zentrum Nordrhein-Westfalen (EPHZ)/European Public Health Centre (EPHC) North Rhine-Westphalia (EPHZ)</p> <p>Evidence.de, University of Witten/Herdecke</p> <p>Forum Gesundheitspolitik</p> <p>Gesundheitsforschungsrat/Health Research Council</p> <p>Institute for Evidence Based Medicine (DieM)</p> <p>Institut für Public Health und Pflegeforschung, Universität Bremen/Institute for Public Health and Nursing Research, Bremen University</p> <p>Institut für Qualität und Wirtschaftlichkeit im Gesundheitswesen (IQWiG)/Institute for Quality and Efficiency in Health Care (IQWiG)</p> <p>Koordinierungs zentren für Klinische Studien (KKS)/Coordinating Centres for Clinical Trials (KKS)</p> <p>Landesinstitut für Gesundheit und Arbeit des Landes Nordrhein-Westfalen (LIGA. NRW)</p> <p>Telematikplattform für medizinische Forschungsnetze e.V. (TMF)/Telematics Platform for medical research (TMF)</p>
11	Greece	<p><b>Included</b></p> <p>Εργαστήριο Οργάνωσης και Αξιολόγησης Υπηρεσιών Υγείας/Center for Health Services Management and Evaluation</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Εθνική Σχολή Δημόσιας Υγείας (ΕΣΔΥ)/National School of Public Health</p>
12	Hungary	<p><b>Included</b></p> <p>Egészség-gazdaságtani és Egészségügyi Technológiaelemzési Kutatóközpont (Corvinus)- /Health Economics and Technology Assessment Research Centre (Corvinus)</p> <p>Egészségpolitika és Egészség-Gazdaságtan Tanszék, Egészség-Gazdaságtani Kutatóközpont/Health Economics Research Centre, Faculty of Social Sciences, Eotvos Lorand University</p> <p>Egészségügyi Menedzserképző Központ, Semmelweis Egyetem/Health Services Management Training Centre, Semmelweis University</p> <p>Egészségügyi Stratégiai Kutatóintézet/National Institute for Strategic Health Research</p> <p>Országos Egészségfejlesztési Intézet/National Institute for Health Development</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Állami Népegészségügyi és Tisztiorvosi Szolgálat (ÁNTSZ)/Hungarian National Public Health and Medical Officer Service (ÁNTSZ)</p> <p>Debreceni Egyetem Orvos- és Egészségtudományi Centrum Népegészségügyi Kar/ Faculty of Public Health, University of Debrecen</p> <p>Egészségügyi Minőségfejlesztési és Kórháztechnikai Intézet (EMKI)/Institute for Healthcare Quality Improvement and Hospital Engineering (EMKI)</p>

#	Country (or jurisdiction)	Organization
12	Hungary (contd)	<p><b>Carefully considered and found to meet some but not all criteria</b>                      Egészségügykutató Intézet (GKI-EKI)/Healthcare Research Institute (GKI-EKI)                      Orvos- és Kórháztechnikai Igazgatóságának tevékenysége/Directorate of Medical and Hospital Engineering</p>
13	Ireland	<p><b>Included</b>                      Adelaide Hospital Society                      Centre for Behaviour and Health, UCD Geary Institute                      Economic and Social Research Institute (ESRI)</p> <p><b>Carefully considered and found to meet some but not all criteria</b>                      Combat Poverty Agency                      Department of Health and Children                      Health Information and Quality Authority (HIQA)                      Health Insurance Authority                      Health Policy and Management, Trinity College                      Health Promotion Ireland                      Health Research Board                      Institute of Public Administration                      Institute of Public Health in Ireland                      Ireland–Northern Ireland–National Cancer Institute                      Irish Centre for Social Gerontology, NUI Galway                      Jesuit Centre for Faith and Justice                      Mental Health Commission                      National Centre for Pharmacoeconomics                      National Economic and Social Council                      National Institute for the Health Sciences                      National Office for Suicide Prevention                      Public Health and Primary Care, Trinity College Dublin                      UCD Centre for Insurance Studies</p>
14	Italy	<p><b>Included</b>                      Agenzia Nazionale per i Servizi Sanitari Regionali (Age.Na.S)/National Agency for Regional Health Services (Age.Na.S)                      Agenzia Regionale per i Servizi Sanitari (ARESS)/Regional Agency for Health Services in Piemonte (ARESS)                      Agenzia Regionale Sanitaria/Regional Agency for Health Services in Marche                      Agenzia Sanitaria e Sociale Regionale (ASSR)/Regional Agency for Social and Health Services in Emilia-Romagna (ASSR-EM-ROM)                      Centro di Ricerche sulla Gestione dell'Assistenza Sanitaria e Sociale (CERGAS), Università Bocconi/Centre for Research on Health and Social Care Management (CERGAS), Bocconi University                      Università degli Studi di Roma "Tor Vergata"/Centre for Economic and International Studies (CEIS), Faculty of Economics, University of Rome "Tor Vergata"                      Centro per la Valutazione dell'Efficacia dell'Assistenza Sanitaria/Centre for the Evaluation of the Effectiveness of Medical Care (CeVEAS)                      Laziosanità Agenzia di Sanità Pubblica/Agency of Public Health of Lazio                      Management e Sanità, Laboratorio di Ricerca e Formazione per il Management dei Servizi alla Salute, Università di Pisa/Research and Training Department, Laboratory for the Management of Health Services(MES), University of Pisa                      Osservatorio Nazionale sulla Salute nelle Regioni Italiane/National Observatory on Health Status in the Italian Regions</p> <p><b>Carefully considered and found to meet some but not all criteria</b>                      Centro Cochrane Italiano (CCI)/Italian Cochrane Centre                      Federation of Health Care Services Organizations (FIASO) (website no longer available)                      Il Pensiero Scientifico Editore</p>

#	Country (or jurisdiction)	Organization
15	Latvia	<p><b>Included</b> Not applicable</p> <p><b>Carefully considered and found to meet some but not all criteria</b>            Ārstu Biedriba/Physicians' Association of Latvia            Centre of Health Economics (website no longer available)            Papardes Zieds/Association for Family Planning and Sexual Health            Rīgas Stradiņa Universitāte/Rīga Stradina University            Veselības Inspekcija, Lavitijas Republikas Veselības Ministrija/Health Inspectorate, Ministry of Health of the Republic of Latvia            Veselības Statistikas un Medicīnas Tehnoloģiju (HSMTSA)/Health Statistics and Medical Technology State Agency (HSMTSA) (now part of the Centre of Health Economics)</p>
16	Lithuania	<p><b>Included</b>            Biomedicinių tyrimų institutas, Lietuvos sveikatos mokslų universitetas (formerly Kauno medicinos universiteto, KMU)/Institute for Biomedical Research, Laboratory of Preventive Medicine, Lithuanian University of Health Sciences (formerly Kaunas University of Medicine, KMU)            Higienos institutas/Institute of Hygiene            Klaipėdos universitetas/Institute of Research on Quality of Life, Faculty of Health Sciences, Klaipėda University            Sveikatos ekonomikos centras/Health Economics Centre</p> <p><b>Carefully considered and found to meet some but not all criteria</b>            Klaipėdos universitetas/Faculty of Health Sciences, Klaipėda University            Medicinos istorijos ir etikos skyrius, Vilniaus universiteto Medicinos fakultetas/ Department of Medical History and Ethics, Medical Faculty of Vilnius University            Valstybinė visuomenės sveikatos priežiūros tarnyba prie Sveikatos apsaugos ministerijos Visos teisės saugomos/National Public Health Research Centre, State Public Health Service, Ministry of Health            Visuomenės sveikatos fakulteto, Kauno medicinos universitetas/Faculty of Public Health, Kaunas University of Medicine (KMU)</p>
17	Luxembourg	<p><b>Included</b> Not applicable</p> <p><b>Carefully considered and found to meet some but not all criteria</b>            Centre de Recherche Public de la Santé/Centre for Health Studies, Public Health Research Centre            Centre de Recherche Public de la Santé/Systems Analysis and Health Services Unit, Public Research Centre for Health            Centre de Ressources des Technologies pour la Santé (CR SANTEC) Départements du CRP Henri Tudor/Resource Centre for Health-care Technologies, Public Research Centre Henry Tudor</p>
18	Malta	<p><b>Included</b> Not applicable</p> <p><b>Carefully considered and found to meet some but not all criteria</b>            Institute of Health Care, University of Malta            Malta Council for Science and Technology            National Statistics Office (NSO)</p>
19	Netherlands	<p><b>Included</b>            Centraal Planbureau (CPB)/Bureau for Economic Policy Analysis (CPB)            College voor Zorgverzekeringen (CVZ)/Health Care Insurance Board (CVZ)            De Gezondheidsraad (GR)/Health Council of the Netherlands            Kwaliteitsinstituut voor de Gezondheidszorg (CBO)/Institute for Health Care Improvement (CBO)            Nederlands instituut voor onderzoek van de gezondheidszorg (NIVEL)/Netherlands Institute for Health Services Research (NIVEL)            Organisatie voor gezondheidsonderzoek en zorginnovatie (ZonMw)/Organization for Health Research and Development (ZonMw)</p>



#	Country (or jurisdiction)	Organization
19	Netherlands (contd)	<p><b>Included</b></p> <p>Raad voor de Volksgezondheid &amp; Zorg (RVZ)/Council for Public Health and Health Care (RVZ)</p> <p>Rijksinstituut voor Volksgezondheid en Milieu (RIVM)/National Institute for Public Health and the Environment (RIVM)</p> <p>Sociaal en Cultureel Planbureau (SCP)/Social Cultural Planning Office (SCP)</p> <p>Wetenschappelijk centrum voor zorg en welzijn, Universiteit van Tilburg/Scientific Center for Care and Welfare (Tranzo), Tilburg University</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Care and Public Health Research Institute (CAPHRI), University of Maastricht</p> <p>Department of Science, Technology, Health and Policy Studies (STeHPS), University of Twente</p> <p>Graduate School for Health Research (SHARE), Rijksuniversiteit Groningen/Graduate School for Health Research (SHARE), University Medical Centre Groningen</p> <p>Instituut Beleid &amp; Management Gezondheidszorg (iBMG), Erasmus Universiteit Rotterdam/Institute of Health Policy and Management, Erasmus University of Rotterdam</p> <p>Institute for Research in Extramural Medicine (EMGO), VU University Medical Centre</p> <p>Institute of Mental Health and Addiction (Trimbos instituut)/Institute of Mental Health and Addiction (Trimbos)</p> <p>Julius Center, Universitair Medisch Centrum Utrecht/Julius Center, University Medical Centre Utrecht</p> <p>Kennis en advies voor maatschappelijke ontwikkeling (Movisie)/Netherlands Centre for Social Development (Movisie)</p> <p>Landelijk Expertisecentrum Verpleging &amp; Verzorging (LEVV)/Centre for Excellence in Nursing (LEVV)</p> <p>Nationaal Instituut voor Gezondheidsbevordering en Ziektepreventie (NIGZ)/Health Institute for Health Promotion and Disease Prevention (NIGZ)</p> <p>Nederlands Jeugdzorgprijzen (NJI)/Netherlands Youth Institute (NJI)</p> <p>Nederland Sociaal- Economische Raad (SER)/ Social and Economic Council of the Netherlands (SER)</p> <p>Nederlands Paramedisch Instituut (NPI)/Dutch Paramedic Institute (NPI)</p> <p>Nederlandse Organisatie voor Wetenschappelijk Onderzoek (NWO)/Netherlands Organization for Scientific Research (NWO)</p> <p>Nijmegen Centre for Evidence Based Practice (NCEBP), Radboud Universiteit/Nijmegen Centre for Evidence Based Practice (NCEBP), Radboud University</p> <p>Prismant, Synzo</p> <p>Public Health and Primary Care, Leids Universitair Medisch Centrum/Department of Public Health and Primary Care, Leiden University Medical Centre</p> <p>Rob Giel Onderzoekcentrum, Universitair Medisch Centrum Groningen/Rob Giel Research Center, University Medical Centre Groningen</p> <p>Vilans/Vilans</p> <p>Wetenschappelijke Raad voor Het Regeringsbeleid (WRR)/Scientific Council for Government Policy (WRR)</p>
20	Poland	<p><b>Included</b></p> <p>Państwowa Agencja Rozwiązywania Problemów Alkoholowych (PARPA)/State Agency for the Prevention of Alcohol-Related Problems (PARPA)</p> <p>Zakład-Centrum Monitorowania i Analiz Stanu Zdrowia Ludności, Narodowy Instytut Zdrowia Publicznego/Centre for Monitoring and Analyses of Population Health Status and Health Care System, National Institute of Public Health (NIZP)</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Agencja Oceny Technologii Medycznych (AOTM)/Agency for Health Technology Assessment (AOTM)</p> <p>Centrum Onkologii - Instytut im. Marii Skłodowskiej-Curie, Warszawie (COI)/Oncology Centre - Institute of Maria Skłodowska-Curie in Warsaw (COI)</p> <p>Centrum Systemów Informacyjnych Ochrony Zdrowia (CSIOZ)/Center for Health Information Systems (CSIOZ)</p>

#	Country (or jurisdiction)	Organization
20	<b>Poland</b> (contd)	<p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Department of Health Care Organization, Institute of Psychiatry and Neurology (IPIN)</p> <p>Institut Matki i Dziecka (IMID)/Institute of Mother and Child (IMID)</p> <p>Institut Medycyny Pracy im. prof. dra J. Nofera (IMP)/Noffer Institute of Occupational Medicine (IMP)</p> <p>Institut Medycyny Wsi (IMW)/Institute of Agricultural Medicine (IMW)</p>
21	<b>Portugal</b>	<p><b>Included</b></p> <p>Alto Comissariado da Saúde/Office of the High Commissioner for Health</p> <p>Centro de Estudos e Investigação em Saúde da Universidade de Coimbra/Center of Studies and Research in Health, University of Coimbra (CEISUC)</p> <p>Instituto Nacional de Saúde Doutor Ricardo Jorge/National Health Institute Doutor Ricardo Jorge</p> <p>Instituto Superior de Serviço Social do Porto/Investigation Centre in Social Services Sciences (CICSS)</p> <p>Observatório Português dos Sistemas de Saúde (OPSS)/Portuguese Observatory on Health Systems (OPSS)</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Associação Portuguesa para o Desenvolvimento Hospitalar (APDH)/Portuguese Association for Hospital Development (APDH)</p> <p>Autoridade Nacional do Medicamento e Produtos de Saúde (Infarmed)/National Authority of Medicines and Health Products (INFARMED)</p> <p>Entidade Reguladora da Saúde (ERS)/Health Regulation Authority (ERS)</p> <p>Escola Nacional de Saúde Pública (ENSP)/National School of Public Health (NSPH)</p> <p>Institute for Medicines and Pharmaceutical Services (iMED)</p> <p>Instituto Gulbenkian de Ciência/Gulbenkian Institute of Science</p> <p>Instituto Nacional de Estatística/National Institute of Statistics</p>
22	<b>Romania</b>	<p><b>Included</b></p> <p>Centrul pentru Politici și Servicii de Sănătate (CPSS)/Center for Health Policies and Services (CPSS)</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Centrul National de Statistica Informatică/National Institute of Statistics (NIS) (website no longer available)</p> <p>Institutul National de Sanatate Publica/National Institute of Public Health (formerly National Centre for Organization and Provision of the Information and Informatics System in Health, CCSS)</p> <p>Institutes of Public Health</p> <ul style="list-style-type: none"> <li>• Institute of Public Health Bucharest (IPHB)</li> <li>• Institute of Public Health "Prof. Dr. Iuliu Moldovan" Cluj-Napoca (IPHNC)</li> <li>• Institute of Public Health Iași (IPHI)</li> <li>• Institute of Public Health Timisoara (IPHT)</li> </ul> <p>National School of Public Health and Management (NSPHM) (website no longer available)</p> <p>Romanian Angel Appeal (RAA)</p>
23	<b>Slovakia</b>	<p><b>Included</b></p> <p>Inštitút informatiky a štatistiky (INFOSTAT)/Institute of Informatics and Statistics (INFOSTAT)</p> <p>Národné centrum zdravotníckych informácií (NCZI)/National Health Information Center (NCZI)</p> <p>Stredoeurópsky inštitút pre zdravotnu politiku/Health Policy Institute (HPI)</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Agentúra na podporu výskumu a vývoja/Slovak Research and Development Agency</p> <p>Statistical Office of the Slovak Republic</p> <p>Úrad verejného zdravotníctva Slovenskej republiky/Public Health Institute of the Slovak Republic</p>

#	Country (or jurisdiction)	Organization
24	Slovenia	<p><b>Included</b></p> <p>Institut za ekonomske raziskave v zdravstvu (INERHC)/Institute of Economic Research in Health Care (INERHC)</p> <p>Inštitut za varovanje zdravja Republike Slovenije/National Institute of Public Health of the Republic of Slovenia</p> <p>Zavod za zdravstveno zavarovanje Slovenije (ZZZS)/Health Insurance Institute of Slovenia (ZZZS)</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Center za zdravje in razvoj Murska Sobota (CZR)/Centre for Health and Development Murska Sobota (CZR)</p> <p>Združenje zdravstvenih zavodov Slovenije (ZDRZZ)/Association of Health Institutions of Slovenia (ZDRZZ)</p>
25	Spain	<p><b>Included</b></p> <p>Agencia de Evaluación de Tecnologías Sanitarias (AETS)/Health Technology Assessment Agency (AETS)</p> <p>Agencia de Evaluación de Tecnologías Sanitarias de Andalucía (AETSA)/Agency for Health Technology Assessment in Andalusia (AETSA)</p> <p>Agència d'Informació, Avaluació i Qualitat en Salut (AIAQS)/Agency for Health Technology and Research Assessment of Catalonia (AATRM)</p> <p>Centre de Recerca en Economia, Salut (CRES), Departament d'Economia i Empresa, Universitat Pompeu Fabra/Centre for Research in Health and Economics (CRES), Department of Economics and Business, Pompeu Fabra University</p> <p>Centro de Investigación Biomédica en Red de Epidemiología y Salud Pública (CIBERSP)/ Biomedical Research Centre Network for Epidemiology and Public Health (CIBERESP)</p> <p>Observatorio de Salud en Europa, Escuela Andaluza de Salud Pública/Observatory of Health (OSE) at Andalusian School of Public Health (EASP)</p> <p>Foro Español de Pacientes/Spanish Patient Forum</p> <p>Fundación Gaspar Casal (FGC)/Gaspar Casal Foundation (FGC)</p> <p>Fundación Instituto de Investigación en Servicios de Salud (IISS)/Health Services Research Institute (IISS)</p> <p>Instituto Universitario Avedis Donabedian/Avedis Donabedian University Institute</p> <p>Servicio de Evaluación de Tecnologías Sanitarias (OSTEBA)/Basque Office for Health Technology Assessment (OSTEBA)</p> <p>Sociedad Española de Salud Pública y Administración Sanitaria (SESPAS)/Spanish Society of Public Health and Health Administration (SESPAS)</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Not applicable</p>
26	Sweden	<p><b>Included</b></p> <p>Centrum för utvärdering av medicinsk teknologi (CMT)/Center for Medical Technology Assessment (CMT)</p> <p>Forskningsrådet för arbetsliv och socialvetenskap (FAS)/Swedish Council for Working Life and Social Research</p> <p>Qulturum/Qulturum</p> <p>Socialstyrelsen/National Board of Health and Welfare</p> <p>Statens folkhälsoinstitut (SFI)/Swedish National Institute of Public Health (FHI)</p> <p>Vårdalstiftelsen/Vårdal Foundation</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Centre for Health Equity Studies, Stockholm University (CHESS)</p> <p>Kunskapscentrum för hälso-och sjukvården (SBU)/Swedish Council on Health Technology Assessment (SBU)</p> <p>Medical Management Centre (MMC), Karolinska Institute</p> <p>Svenska Reumatologi Register (SRR)/Swedish Rheumatology Registry (SRR)</p> <p>Swedish Research Council</p> <p>Uppsala Clinical Research Center (UCR) (website no longer available)</p>

#	Country (or jurisdiction)	Organization
27	<b>United Kingdom</b>	<p><b>Included</b></p> <p>England</p> <ul style="list-style-type: none"> <li>• Audit Commission</li> <li>• Civitas – Institute for the Study of Civil Society</li> <li>• Healthcare Commission (now defunct)</li> <li>• Health Foundation</li> <li>• Health Services Management Centre, University of Birmingham</li> <li>• Institute for Public Policy Research</li> <li>• Joseph Rowntree Foundation</li> <li>• LSE Health</li> <li>• National Audit Office</li> <li>• National Institute for Health Research SDO</li> <li>• National Primary Care Research and Development Centre</li> <li>• NHS Confederation</li> <li>• Nuffield Trust</li> <li>• Personal Social Services Research Unit</li> <li>• Picker Institute Europe</li> <li>• Sainsbury Centre for Mental Health</li> <li>• Social Care Institute for Excellence</li> <li>• Social Market Foundation</li> <li>• The Kings Fund, London</li> </ul> <p>Scotland</p> <ul style="list-style-type: none"> <li>• Chief Scientist Office (CSO)</li> </ul> <p>Northern Ireland</p> <ul style="list-style-type: none"> <li>• Not applicable</li> </ul> <p>Wales</p> <ul style="list-style-type: none"> <li>• Not applicable</li> </ul> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>England</p> <ul style="list-style-type: none"> <li>• Centre for Analysis of Social Exclusion (CASE) – LSE</li> <li>• Centre for Evidence Based Public Health Policy</li> <li>• Centre for Health Economics, University of York</li> <li>• Centre for Health Planning and Management, Keele University (website no longer available)</li> <li>• Centre for Innovation in Health Management, University of Leeds</li> <li>• Centre for Policy on Ageing</li> <li>• Centre for Public Policy and Health, University of Durham</li> <li>• Dr Foster</li> <li>• Health and Care Infrastructure Research and Innovation Centre</li> <li>• Health Economics Research Centre, University of Oxford</li> <li>• Health Economics Research Group, Brunel University</li> <li>• Imperial College Healthcare Management Group</li> <li>• Institute for Healthcare Management</li> <li>• Judge Business School (Cambridge University Health)</li> <li>• National Centre for Social Research</li> <li>• National Institute for Clinical Excellence (NICE)</li> <li>• National Institute for Health Research</li> <li>• National Institute for Mental Health in England</li> <li>• National Mental Health Development Unit</li> <li>• NHS Centre for Reviews and Dissemination</li> <li>• NHS Evidence</li> <li>• NHS Information Centre</li> <li>• NIHR HTA programme</li> <li>• Royal Colleges (many but counted as one)</li> <li>• Royal Society for the Arts</li> <li>• School of Health and Related Research (SchARR), University of Sheffield</li> <li>• The Smith Institute</li> <li>• UCL International Institute for Society and Health</li> <li>• University of East Anglia, Health and Social Sciences</li> <li>• Wellcome Trust</li> <li>• York Health Economics Consortium</li> </ul> <p>Scotland</p> <ul style="list-style-type: none"> <li>• Not applicable</li> </ul>

#	Country (or jurisdiction)	Organization
27	<b>United Kingdom</b> (contd)	<p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Northern Ireland</p> <ul style="list-style-type: none"> <li>• Not applicable</li> </ul> <p>Wales</p> <ul style="list-style-type: none"> <li>• Institute of Medical and Social Care Research IMSCaR, University of Bangor</li> <li>• Wales Centre for Health</li> </ul>
<b>European Free Trade Association</b>		
28	<b>Iceland</b>	<p><b>Included</b></p> <p>Institute of Economic Studies, University of Iceland</p> <p>Stofnun stjórnslufræða og stjórnmála/Institute of Public Administration and Politics</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Lýðheilsustöð/Public Health Institute of Iceland</p> <p>Research Institute for Pharmaceutical Outcomes and Policy (RIPOP), University of Iceland</p>
29	<b>Liechtenstein</b>	<p><b>Included</b></p> <p>Konjunkturforschungsstelle Liechtenstein (KOFL)/Liechtenstein Economic Research Centre</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Not applicable</p>
30	<b>Norway</b>	<p><b>Included</b></p> <p>Arbeidsforskningsinstituttet (AFI)/Work Research Institute (WRI)</p> <p>Helseøkonomi Bergen (HEB)/Health Economics Bergen (HEB)</p> <p>Helseøkonomisk Forskningsprogram ved Universitetet i Oslo (HERO)/Health Economics Research Programme at the University of Oslo (HERO)</p> <p>Helse Sør-Øst kompetansesenter for helsetjenesteforskning (HØKH)</p> <p>Nasjonalt Folkehelseinstitutt/Norwegian Institute of Public Health</p> <p>Nasjonalt Kunnskapssenter for Helsetjenesten (NOKC)/Norwegian Knowledge Centre for the Health Services (NOKC)</p> <p>Senter for Klinisk Dokumentasjon og Evaluering (SKDE)/Centre for Clinical Documentation and Evaluation (SKDE)</p> <p>SINTEF Teknologi og Samfunn/SINTEF Technology and Society</p> <p>Statistisk Sentralbyrå (SSB)/Statistics Norway (SSB)</p> <p>Stein Rokkan Senter for Flerfaglige Samfunnsstudier/Stein Rokkan Centre for Social Studies (Rokkan-UIB)</p> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Avdeling for helseledelse og helseøkonomi, Universitetet i Oslo (UiO)/Department of Health Management and Health Economics, University of Oslo</p> <p>Institutt for administrasjon og organisasjonsvitenskap, Universitetet i Bergen (UiB)/Department of Administration and Organization Theory, University of Bergen (UiB)</p> <p>Institutt for samfunnsmedisin, Norges teknisk-naturvitenskapelige universitet (NTNU)/Department of Public Health and General Practice, Norwegian University of Science and Technology (NTNU)</p> <p>Institutt for samfunnsmedisin, Universitetet i Tromsø (UiT)/Institute for Community Medicine, University of Tromsø (UiT)</p> <p>Nasjonalt kompetansesenter for minoritetshelse (NAKMI)/Norwegian Centre for Minority Health Research (NAKMI)</p> <p>Norwegian School of Management(SFLOH)-BI (includes the Center for Health Management Studies, which does not yet have a website)</p>
31	<b>Switzerland</b>	<p><b>Included</b></p> <p>Bundesamt für Gesundheit (BAG)/Office Fédéral de la Santé Publique (OFSP)/Ufficio Federale della Sanità Pubblica (UFSP)/Swiss Federal Office of Public Health (FOPH)</p> <p>Bundesamt für Statistik/Office Fédéral de la Statistique/Ufficio Federale di Statistica/ Swiss Federal Statistical Office (FSO)</p> <p>Schweizerisches Gesundheitsobservatorium (Obsan)/Observatoire Suisse de la Santé (Obsan)/Osservatorio Svizzero della Salute (Obsan)/Swiss Health Observatory (Obsan)</p>

#	Country (or jurisdiction)	Organization
31	Switzerland (contd)	<p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Horten-Zentrum für praxisorientierte Forschung und Wissenstransfer/Helmut Horten Foundation</p> <p>Institut d'Economie et de Management de la Santé (IEMS), Université de Lausanne/Institute of Health Economics and Management, University of Lausanne</p> <p>Institute of Microeconomics and Economics of the Public Sector (MecoP), University of Lugano</p> <p>Schweizerisches Tropen-und Public Health-Institut (SwissTPH), Universität Basel/Institut Tropical et de Santé Publique Suisse (SwissTPH), Université de Bâle/Swiss Tropical and Public Health Institute (SwissTPH), University of Basel</p> <p>Wintherthurer Institut für Gesundheitsökonomie, Zürcher Hochschule für Angewandte Wissenschaften (ZHAW)/School of Management and Law, Zurich University of Applied Sciences (ZHAW)</p>
<b>International</b>		
32	<b>Global</b>	<b>Included</b>
(a)	<b>but with Europe-targeted initiatives</b> Please note that the names of global organizations appear in English because this is the main language of their websites.	<p>Innocenti Research Centre, United Nations Children's Fund (UNICEF)</p> <p>International Social Security Association (ISSA)</p> <ul style="list-style-type: none"> <li>• ISSA European Network</li> </ul> <p>Organisation for Economic Co-operation and Development (OECD)</p> <p>World Bank</p> <ul style="list-style-type: none"> <li>• World Bank in Europe and Central Asia</li> </ul> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>International Labour Organization (ILO)</p> <ul style="list-style-type: none"> <li>• Europe and Central Asia</li> </ul> <p>United Nations Children's Fund (UNICEF)</p> <ul style="list-style-type: none"> <li>• Central and Eastern Europe and the Commonwealth of Independent States</li> </ul> <p>United Nations Economic Commission for Europe (UNECE)</p> <p>World Medical Association</p>
32	<b>European</b>	<b>Included</b>
(b)	Please note that the names of European organizations appear in English when this is the main language of their websites, and they appear in the original language when multiple languages are used on their websites.	<p>EuroHealthNet</p> <p>European Centre for Social Welfare, Policy and Research</p> <p>European Commission (EC)</p> <ul style="list-style-type: none"> <li>• Employment, Social Affairs and Equal Opportunities</li> <li>• European Centre for Disease Prevention and Control</li> <li>• Public Health</li> <li>• Research Directorate-General</li> </ul> <p>European Foundation for the Improvement of Living and Working Conditions (Eurofound)</p> <p>European Health Management Association</p> <p>European Monitoring for Drugs and Drug Addiction</p> <p>European Observatory on Health Systems and Policies</p> <p>European Policy Centre</p> <p>Health Consumer Powerhouse</p> <p>Internationalen Netzwerks Gesundheitspolitik, Health Policy Monitor/International Network Health Policy and Reform, Health Policy Monitor</p> <p>Observatoire Social Européen/European Social Observatory</p> <p>Rand Europe</p> <p>World Health Organization Regional Office for Europe</p> <ul style="list-style-type: none"> <li>• Health Evidence Network</li> <li>• Regions for Health Network</li> </ul> <p><b>Carefully considered and found to meet some but not all criteria</b></p> <p>Association Internationale de la Mutualité</p> <p>Association of Schools of Public Health in the European Region</p> <p>Centre of Excellence in Finance</p>

#	Country (or jurisdiction)	Organization
32	<b>European</b>	<b>Carefully considered and found to meet some but not all criteria</b>
(b)	(contd)	Association Internationale de la Mutualité Association of Schools of Public Health in the European Region Centre of Excellence in Finance European Commission <ul style="list-style-type: none"> <li>• DG Health and Consumer Protection</li> <li>• EUROSTAT</li> <li>• Public Health Systems2 (website no longer available)</li> <li>• Public Health Systems3 (website no longer available)</li> </ul> European Consumer Organisation European Federation of Nurses Associations European Federation of Public Service Unions European Hospital and Healthcare Employer's Association European Hospital and Healthcare Federation European Public Health Association European Social Insurance Platform Geneva Health Forum Madariaga – College of Europe Foundation Standing Committee of European Doctors Stockholm Network World Health Organization Regional Office for Europe <ul style="list-style-type: none"> <li>• European Health for All database</li> </ul>
32	<b>Intra-European</b>	<b>Included</b>
(c)	<b>cross-national initiatives</b>	Northern Dimension Partnership in Public Health and Social Well-being <b>Carefully considered and found to meet some but not all criteria</b> British-Irish Council

# Appendix F

## Interview guide for the site visits

*This is a copy-edited version of the original study instrument, but no substantive changes have been made.*

### Information-packaging mechanisms

1. Describe your organization's key **information-packaging mechanism(s)**, including:
  - whether a mechanism or combination of mechanisms is innovative and/or influential
  - why the mechanism(s) or combination of mechanisms is innovative and/or influential, and
  - how long and how extensively the mechanism(s) has been used.

Provide representative examples that can be shared.

Handout 1 – “Attributes of information-packaging mechanisms that may help to describe a particular mechanism or to explain why it is innovative and/or influential” – will be provided during the interview. (See Appendix G for all interview handouts)

*Note that we consider **information-packaging mechanisms** to be information products in a variety of media that are focused, at least in part, on health systems information and that are intended to support policy-making. The outputs can take the form of policy briefs, issue briefs, research summaries, policy dialogue reports, research reports, presentations, audio podcasts, video podcasts, videos, blogs, impact summaries, newsletters, annual reports, and cartoons and other visual media, among others. By **health systems information** we mean data (on performance and outcomes, among other topics) and research evidence (about policy and programme options to improve performance or achieve better outcomes, among other topics).*

2. Describe other innovative and/or influential **information-packaging mechanisms** that are being used in the country or region your organization serves, including:
  - why each mechanism or combination of mechanisms is innovative and/or influential, and
  - how long and how extensively the mechanisms have been used.Provide representative examples that can be shared.
3. Describe whether and how features of the national, European and international **context influenced the choice and perceived effectiveness of a particular information-packaging mechanism or combination of mechanisms**. In thinking about perceived effectiveness, please consider the acceptability, use and impact of mechanisms (at the level of the organization and of the country or region your organization serves).

Handout 2 – “Features of the national, European and international context that may have influenced the choice and perceived effectiveness of the mechanisms/model” – will be provided during the interview. The same handout will be used for a number of other questions about how context has influenced your organization and other similar organizations in the country or region your organization serves.

### Interactive knowledge-sharing mechanisms

4. Describe your organization's key **interactive knowledge-sharing mechanism(s)**, including:
  - whether a mechanism or combination of mechanisms is innovative and/or influential
  - why the mechanisms or combination of mechanisms is innovative and/or influential, and
  - how long and how extensively the mechanism(s) has been used.

Provide descriptions of representative mechanisms that can be shared.

Handout 3 – “Attributes of interactive knowledge-sharing mechanisms that may help to describe a particular mechanism or to explain why it is innovative and/or influential” – will be provided during the interview.



*Note that we consider **interactive knowledge-sharing mechanisms** to be mediating interactions that are focused, at least in part, on health systems information and that are intended to support policy-making. The interactions can take the form of policy dialogues, personalized briefings, training workshops, online briefings or webinars, online discussion forums, formalized networks, informal discussions, and presentations.*

5. Describe other innovative and/or influential **interactive knowledge-sharing mechanisms** that are being used in the country or region your organization serves, including:
- why each mechanism or combination of mechanisms is innovative and/or influential, and
  - how long and how extensively the mechanism(s) has been used.
- Provide descriptions of representative mechanisms that can be shared.
6. Describe whether and how features of the national, European and international **context influenced the choice and perceived effectiveness of a particular interactive knowledge-sharing mechanism or combination of mechanisms**. In thinking about perceived effectiveness, please consider the acceptability, use and impact of mechanisms (at the level of the organization and of the country or region your organization serves).

See handout 2 as a prompt for this question and the next three questions.

#### All types of knowledge-brokering mechanisms

7. Describe whether and how features of the national, European and international **context influenced the relative balance between local and external knowledge-brokering mechanisms** (at the level of the organization and the country or region your organization serves). Please consider the influence in terms of both choice and perceived effectiveness (i.e. acceptability, use and impact of mechanisms).
8. Describe whether and how features of the national, European and international **context influenced the relative balance between information-packaging mechanisms and interactive knowledge-sharing mechanisms** (at the level of the organization and the country or region your organization serves). Please consider the influence in terms of both choice and perceived effectiveness (i.e. acceptability, use and impact of mechanisms).
9. Describe whether and how features of the national, European and international **context influenced the relative balance between interactive knowledge-sharing mechanisms that engage both policy-makers and stakeholders and mechanisms that engage policy-makers only** (at the level of the organization and the country or region your organization serves). Please consider the influence in terms of both choice and perceived effectiveness (i.e. acceptability, use and impact of mechanisms).

#### Organizational model for knowledge brokering

10. Describe the features of your **organizational model** for knowledge brokering, including:
- whether a feature or combination of features is innovative and/or influential
  - why the feature or combination of features is innovative and/or influential, and
  - how long the current organizational model has been used and why it was last changed.

Provide descriptions of the organizational model that can be shared.

Handout 4 – “Features of the organizational model currently in use” – will be provided during the interview. The handout lists features of organizational models for knowledge brokering that may help you to describe a particular feature or explain why it is innovative and/or influential.

*Note that we consider an **organizational model** to be the features of organizations that are focused, at least in part, on health systems information and that are intended to support policy-making. These features can relate to the role of policy-makers and stakeholders in governance; rules that ensure independence and address conflicts of interest; authority to ensure accountability to a knowledge-brokering mandate; size, mix and capacity of staff with knowledge-brokering responsibilities; size of budget and mix of funding sources for knowledge brokering; approach to prioritizing activities and accepting commissions/requests; location within another organization or network; collaboration with other organizations; and functional linkages with policy-making and stakeholder organizations.*

11. Describe other innovative and/or influential **organizational models** that are being used in the country or region your organization serves, including:
- why each organizational model is innovative and/or influential, and
  - how long and how extensively the organizational model has been used.
- Provide descriptions of each organizational model that can be shared.

12. Describe whether and how features of the national, European and international **context influenced the choice and perceived effectiveness of particular features of the organizational model or combination of features, and especially whether the organizational model places mechanisms within a policy-making institution or outside of it.** In thinking about perceived effectiveness, please consider the acceptability, use and impact of mechanisms (at the level of the organization and of the country or region your organization serves).

See handout 2 as a prompt for this question.

### Monitoring and evaluating knowledge brokering

13. Describe your organization's approach to **monitoring and evaluating knowledge brokering**, including:
- whether a feature or combination of features is innovative and/or influential
  - why the feature or combination of features is innovative and/or influential, and
  - how long the current approach to monitoring and evaluation has been used and why it was last changed.

Provide descriptions of the approach to monitoring and evaluation that can be shared, as well as any monitoring and evaluation reports (or findings from reports) that can be shared.

Handout 5 – “Features of the approach to monitoring and evaluation currently in use” – will be provided during the interview. The handout lists features of approaches to the monitoring and evaluation of knowledge brokering that may help you to describe a particular feature or explain why it is innovative and/or influential.

14. Describe other innovative and/or influential approaches to **monitoring and evaluating knowledge brokering** that are being used in the country or region your organization serves, including:
- why each approach is innovative and/or influential, and
  - how long and how extensively it has been used.

Provide descriptions of each approach that can be shared.

15. Describe whether and how features of the national, European and international **context influenced the choice and perceived effectiveness of the approach to monitoring and evaluating knowledge brokering.** In thinking about perceived effectiveness, please consider the acceptability, use and impact of mechanisms (at the level of the organization and of the country or region your organization serves).

See handout 2 as a prompt for this question.

### Follow-up

16. Can you suggest **individuals** within your organization, or in other knowledge-brokering organizations, or key policy-makers and stakeholders, who might be able to provide additional insights on some or all of the questions asked in this interview?

### Final checks

17. Interviewers, ensure that you have requested:
- examples of information-packaging mechanisms
  - descriptions of interactive knowledge-sharing mechanisms
  - descriptions of the organizational model
  - descriptions of the monitoring and evaluation approach (and/or monitoring and evaluation reports), and
  - names (and contact information, if applicable) of others to be interviewed about the organization.

### Preparing for the case studies \*\*\* for use in Belgium, England, Norway and Spain \*\*\*

18. To assist with the final phase of the study, describe at least **three policy processes** (ideally completed ones) with which your organization has intersected over the last five years. Please also consider other knowledge-brokering organizations in the country or region your organization serves and how they have intersected with the same policy processes. Some types of policy processes to consider are:

- budget setting
- post-election strategy development, and
- reaction to political/external developments.

Alternative ways of categorizing possible policy processes for consideration include:

- functional categories (i.e. roles or services performed for society or the sector, such as governance arrangements, financial arrangements, delivery arrangements and programme content);
- intentional categories (i.e. purposes, goals or objectives);
- population-focused (i.e. actions and statements that benefit or harm particular groups); and
- programmatic (i.e. part of a package of similar or related policies).

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19. For each process, identify:

- **key documents** that could help us to understand the process and what influenced it (including the role of your organization); and
- **key individuals** who could help us to understand the process and what influenced it (including the role of your organization).

20. Identify one or more **individuals in the organization** who can help to locate these key documents and the contact information for key individuals.

### **Additional final checks for case study preparation**

21. Interviewers, ensure that you have requested:

- names (and contact information, if applicable) of others to be interviewed about the organization, and
- for each policy process – key documents and contact information for key individuals.

## Appendix G

# Handouts for the site visits

*This is a copy-edited version of the original study instrument, but no substantive changes have been made.*

**Handout 1** Attributes of information-packaging mechanisms that may help to describe a particular mechanism or to explain why it is innovative and/or influential

Attributes of information-packaging mechanisms	Innovative or influential attribute?
<b>How the information is prepared</b>	
Targets (or appears to target) policy-makers as a key audience	
Originates from a research project (i.e. primary research)	
Originates from a systematic review (i.e. a review of the research literature that takes steps to be systematic and transparent in identifying, selecting, appraising and synthesizing studies, as opposed to a narrative review in which it is not clear which databases were searched, what inclusion criteria were used, what data were extracted, etc.)	
Originates from a meeting with policy-makers or stakeholders	
Originates from collation of research-related products or activities	
Originates from an issue raised by policy-makers	
Focuses on a problem or policy objective	
Presents options for addressing a problem or achieving a policy objective	
Offers implementation considerations when addressing the policy problem or when achieving the policy objective	
Reviewed prior to publication by members of the target audience (i.e. not just researchers)	
Other – please describe (e.g. frequency, responsiveness):	
<b>How the information is packaged</b>	
Uses language that is clearly designed to be accessible for policy-makers (e.g. free of scientific jargon)	
Follows a graded-entry format (e.g. key messages, possibly an executive summary, and a full report)	
Highlights decision-relevant information explicitly (e.g. benefits, harms and costs of options)	
Other – please describe (e.g. many formats for the same information, produced by a team that includes a journalist):	
<b>How wider use of the information is supported</b>	
Online commentaries or briefings about the information product provided by representatives of its target audiences	
Option to sign up for an e-mail alert/listserv when new products are posted online	
Other – please describe (e.g. personalized briefings, deliberative dialogues):	

**Handout 2** Features of the national, European and international context that may have influenced the choice and perceived effectiveness of mechanism(s)/model

Please consider the choice and perceived effectiveness (including acceptability, use and impact) of mechanisms/models at the level of the organization and the country/region the organization serves, for any of the following:

- a particular information-packaging mechanism or combination of mechanisms;
- a particular interactive knowledge-sharing mechanism or combination of mechanisms;
- the relative balance between local and external knowledge-brokering mechanisms;
- the relative balance between information-packaging mechanisms and interactive knowledge-sharing mechanisms;
- the relative balance between interactive knowledge-sharing mechanisms that engage both policy-makers and stakeholders and mechanisms that engage policy-makers only;
- particular features of the organizational model (or combination of features) currently in use (at the level of the organization and the country);
- whether the organizational model places mechanisms within a policy-making institution or outside of it; and
- particular features of the approach to monitoring and evaluation of knowledge brokering.

Features of the context	Influenced choice/effectiveness of mechanism(s)/model?
<b>General features of the national policy-making context</b>	
Languages spoken (especially whether English is spoken, given that so much health systems information available globally is written in English)	
Openness, including the ease with which ideas and information are disseminated	
Size (e.g. population)	
Affluence (e.g. gross domestic product [GDP] per capita)	
Other – please describe:	
<b>National policy-making institutions and processes</b>	
Federal versus unitary state	
Single-party versus coalition government	
Turnover within the governing party/coalition	
Political party versus civil service influence over decision support within government	
Centralized versus decentralized decision support within government	
Turnover within the civil service	
Role of professional associations (e.g. medical associations) in policy-making	
Open versus closed policy networks	
Size of policy-making institutions (relative to the size of the policy-making context)	
Financial resources available to policy-making institutions (relative to the affluence of the policy-making context)	
Donor dependence of policy-making institutions	
Other – please describe:	
<b>Nationally focused research institutions, activities and outputs</b>	
Number of research institutions doing similar work	
Number of health system-focused systematic reviews produced in the last year by an author based in the policy-making context	
Other – please describe:	
<b>Stakeholder capacities and opportunities for engagement</b>	
Internet connectivity/usage	
Civil society engagement	
Stakeholder engagement	
Media freedom	
Other – please describe:	
<b>European policy-making context</b>	
Nature of relations within and across European subregions (competitive/adversarial or importer/exporter of innovations)	
Number of European-focused research institutions doing similar work	
Other – please describe:	
<b>International context</b>	
Existence, visibility and use of 'one-stop shops' for research evidence internationally	
Other – please describe:	

**Handout 3** Attributes of **interactive knowledge-sharing mechanisms** that may help to describe a particular mechanism or to explain why it is innovative and/or influential

Attributes of interactive knowledge-sharing mechanisms	Innovative or influential attribute?
<b>How interactive knowledge-sharing is focused</b>	
Targets (or appears to target) policy-makers as a key audience	
Targets (or appears to target) stakeholders involved in, or affected by, decisions arising from the mechanism	
Originates from a research agenda-setting process	
Originates from a research project (i.e. primary research)	
Originates from a systematic review (i.e. review of the research literature that takes steps to be systematic and transparent in identifying, selecting, appraising and synthesizing studies, as opposed to a narrative review in which it is not clear which databases were searched, what inclusion criteria were used, what data were extracted, etc.)	
Originates from collation of research-related products or activities	
Originates from an issue raised by policy-makers	
Originates from a training need raised by policy-makers	
Focuses on a problem or policy objective	
Presents options for addressing a problem or achieving a policy objective	
Offers implementation considerations when addressing the policy problem or when achieving the policy objective	
Other – please describe (e.g. frequency, responsiveness):	
<b>How interactive knowledge-sharing is organized</b>	
Timed to relate explicitly to a policy-making process or to requests from policy-makers	
Involves closed list of invitees	
Involves pre-circulation of information products	
Includes rules about whether and how comments can be attributed	
Involves presentations by an expert	
Involves questions and answers targeted at an expert	
Involves policy-maker commentaries on an expert's input	
Involves a dialogue where each participant has the potential to contribute equally to the discussion	
Occurs through in-person interactions	
Occurs through synchronous online interactions	
Occurs through asynchronous online interactions	
Other – please describe:	
<b>How wider use of the interactive knowledge-sharing outputs is supported</b>	
Products created based on the knowledge-sharing interactions	
Option to sign up for an e-mail alert/listserv when new interaction-related products are posted online	
Other – please describe:	

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**Handout 4** Features of the **organizational model** currently in use

<b>Features of the organizational model for knowledge brokering</b>	<b>Innovative or influential feature?</b>
Role of policy-makers in organizational model's governance and management (e.g. located within government, director appointed by government, and staff paid by civil service grade; arms-length agency with independent board comprising policy-makers from several ministries and stakeholders such as insurance funds, and with a formal agreement with a policy-making body)	
Bylaws or other regulations that describe and secure independence	
Size, disciplinary mix, and knowledge translation expertise of staff	
Size of budget, contributions of national and regional policy-making authorities to the budget, and contributions of competitive peer-reviewed funds to the budget	
Approach to setting its agenda or annual programme of work (e.g. 30% directed by government and 70% set at the discretion of the director; formal prioritization process)	
Location within another organization (e.g. academic institution, scientific academy, foundation, think tank, disease-specific association, professional association, science and technology policy body, government, international agency) or network	
Use of rapid-response functions, exchange programmes, and other efforts to support responsive relations between researchers and policy-makers	
Public availability of its working procedures (e.g. approach to priority setting, data collection, analysis, review)	
Functions in more than one language	
Other – please describe:	

**Handout 5** Features of the **approach to monitoring and evaluation** currently in use

<b>Features of the approach to monitoring and evaluation of knowledge brokering</b>	<b>Innovative or influential feature?</b>
Focus of the evaluation (e.g. packaging, knowledge sharing, organizational model):	
Nature of the evaluation (e.g. access/use, usefulness, impact):	
Sources of data for the evaluation (e.g. media coverage, citation in policy documents, independent evaluations of impact on systems and policies):	
Context for the evaluation (e.g. self-monitoring, internal evaluation, formal external evaluation):	
Efforts to attribute impacts to the organization and/or to specific mechanisms used by the organization:	
Other – please describe:	



Policy makers need to access up-to-date and high-quality health system information. Stakeholders may try to influence health policy as well as make decisions within their own area of work. Both groups want easily obtainable and clear evidence based on systematic and transparent research methods. Knowledge brokers (including researchers) want to know how to best communicate to decision-makers and need information about policy priorities in order to inform policy processes and share health system information effectively.

The purpose of this book is to spark innovation in knowledge brokering and to encourage debate on how information is prepared and how it will be understood and used. Part I looks at knowledge brokering from different vantage points and part II describes knowledge brokering in action.

It is hoped that this book will give health system policy-makers, stakeholders and researchers a clear understanding of knowledge brokering and its implications for the organization and management of knowledge-brokering initiatives.

This book results from a study on knowledge-brokering practices in Europe that was undertaken between 2009 and 2011, called BRIDGE (Scoping study of approaches to Brokering knowledge and Research Information to support the Development and Governance of health systems in Europe).

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