

Past, present and future challenges in health care priority setting

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1 **Type: Review Article**

2 **Contextual Factors Influencing Cost and Quality Decisions in Health and Care: A**
3 **Structured Evidence Review and Narrative Synthesis**

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13 Colleges for funding this literature review as part of a wider investigation into ‘decisions of
14 value in health care’.

15 **Author contributions:**

16 IW led the process of search strategy design and contributed to analysis. He led write-up of
17 the manuscript.

18 HB carried out searches and contributed to analysis and write-up of the manuscript.

19 PH contributed to search strategy design, analysis and write-up of the manuscript.

20

21 **Abstract:**

22 **Background:** Decisions affecting cost and quality are taken across health and care but
23 investigation of the mediating role of context in these is in its infancy. This paper presents a
24 synthesis of the evidence on the contextual factors that influence 'decisions of value' –
25 defined as those characterised by having a significant and demonstrable impact on both
26 quality and resources – in health and care. The review considers the full range of
27 resource/quality decisions and synthesises knowledge on the contextual drivers of these.

28 **Methods:** The method involved structured evidence review and narrative synthesis.
29 Literature was identified through searches of electronic databases (HMIC, Medline, Embase,

1 CINAHL, NHS Evidence, Cochrane, Web of Knowledge, ABI Inform/Proquest), journal and
2 bibliography hand-searching and snowball searching using citation analysis. Structured data
3 extraction was performed drawing out descriptive information and content against review
4 aims and questions. Data synthesis followed a thematic approach in accordance with the
5 varied nature of the retrieved literature.

6 **Results:** Twenty one literature items reporting 14 research studies and seven literature
7 reviews met the inclusion criteria. The review shows that in health and care contexts, research
8 into decisions of value in health and care is in its infancy and contains wide variation in
9 approach and remit. The evidence is drawn from a range of service and country settings and
10 this reduces generalisability or transferability of findings. An area of relative strength in the
11 published evidence is inquiry into factors influencing coverage and commissioning decisions
12 in health care systems. Allocative decisions have therefore been more consistently researched
13 than technical decisions. We use Pettigrew's (1985) distinction between inner and outer
14 context to structure analysis of the range of factors reported as being influential. These
15 include: evidence/information, organisational culture and governance regimes, and; economic
16 and political conditions.

17 **Conclusions:** decisions of value in health and care are subject to range of intersecting
18 influences that often lead to a departure from narrow notions of rational decision making.
19 Future research should pay greater attention to the relatively under-explored area of technical,
20 as opposed to allocative, decision making.

21 **Keywords:** Health Care Decision Making; Cost; Quality; Literature Review; Context; Health
22 Management

23

24 **Introduction**

25 Many governments now find themselves faced with unprecedented constraints on their health
26 and care spending capacity whilst demands and expectations continue to increase. This has
27 led to the championing of investment and disinvestment decision-making that incorporates
28 opportunity cost and budget impact, alongside quality and outcomes.¹ The development and
29 spread of formal coverage decision making bodies internationally has prompted inquiry into
30 the drivers of resource allocation decisions of this kind. However, significant investment
31 decisions are also made in other areas: for example service redesign, and changes to

1 workforce and governance arrangements. Although considerations of both benefit and
2 resource impact arguably *should* infuse such policy and programme decision making, this
3 implies a level of rationality on the part of decision makers which may not always be present,
4 possible or even desirable in practice. Whilst the psychology of decision making has been
5 subject to much study and theorisation, such decisions are also likely to be influenced by
6 aspects of *context*. This paper presents findings from an evidence synthesis carried out in
7 order to understand the contextual factors that are influential in these decision making
8 domains, and which therefore facilitate or attenuate the pursuit of quality and affordability.
9 The focus is on ‘decisions of value’ – defined as being characterised by a significant and
10 demonstrable impact on both quality and resources. The paper begins with a definition of
11 terms and an explanation of the scope and conceptual foundation of the review. This is
12 followed by a description of the study objectives, methods and a comparative thematic
13 analysis of findings. Pettigrew’s² distinction between inner and outer context is used to
14 structure analysis of the factors identified, and the interplay between them as influencers of
15 decision making. Results of the analysis are presented and discussed alongside
16 recommendations for future theoretical and empirical enquiry, as well as for decision making
17 in practice.

18 **Decisions of value in health and care**

19 The term ‘decisions of value’ is used here to refer to decisions with substantial and direct
20 implications for both cost/finance and quality/outcomes in health and care settings.³ Across
21 health care systems there are powerful pressures on local decision makers to improve
22 outcomes whilst reducing expenditure.⁴ However, achieving these twin aims can be impeded
23 by, for example, organisational siloes⁵ and clinical-managerial division.⁶ In this study, we
24 examine formal decision making processes undertaken by, for example: governing bodies
25 within health and care organisations; local government departments; health care insurance
26 agencies; service planners, hospital senior management and so on. The focus on formal
27 decision bodies means that continuous and/or covert decision making, whilst important, is
28 beyond our remit.⁷ Similarly, our focus is specifically on *meso* level decision making tiers
29 which include those at the organisational or inter-organisational level. Although the
30 characteristics of such decision making contexts will vary from country to country, in each
31 case they are distinct from *macro* (e.g. national/governmental) or *micro* (e.g.
32 clinical/practice) levels, each of which warrant separate study in their own right. These other

1 decision making tiers are therefore only included here to the extent that they, in themselves,
2 constitute contextual factors influencing meso-level decision making.

3 We take ‘decision making’ to mean the act of selecting a course of action from among
4 alternatives (including ‘do nothing’). Our focus is therefore on *option selection* rather than
5 other decision features such as agenda setting, implementation and review.⁸ It is this aspect
6 of decision making for which the imperative to draw on best evidence to maximise outcomes
7 is most often invoked.⁹ The logic of this rationality can be *allocative* (i.e. relating to
8 distribution of resources between alternative interventions or programmes) or *technical* (i.e.
9 relating to investments made in order to enhance organisational capacity and functioning). In
10 this context we might consider allocative decisions to include for example: selecting
11 treatments for inclusion in insurance packages or formularies, and purchasing or contracting
12 for specific health and care services. Technical decisions might include: organisational
13 mergers and takeovers; investment in programmes of service improvement or engagement;
14 major workforce reorganisation; adoption of new technologies, organisational systems, and
15 so on. This distinction is important as it is rare for the full range of decisions to be included
16 in studies of decision making (as we demonstrate in this paper).

17 *Box One: Examples of decisions of value in health and care*

Allocative:

A local government agency commissions a service from the charity/third sector

A health or care provider decides to invest in a new treatment, device or equipment

A prescribing group decides to replace a treatment and thereby remove it from a formulary list

Technical:

Two health and/or social care organisations decide to partially or fully merge, forming a new organisation

A service planning body decides to downgrade or close an in-house service or organisation

A provider organisation decides to undertake substantive internal audit, governance and/or review of its operations

A provider organisation decides to adopt a set of new managerial structures and/or arrangements

A provider organisation decides to invest in a major update of its physical or technological infrastructure

A provider organisation decides to significantly increase or decrease its workforce levels

A service planning body or provider organisation decides to lead a programme of funded

service improvement

A service planning body or provider organisation decides to invest in a programme of patient/public/stakeholder engagement

1

2 There is a rich and longstanding theoretical literature which considers the rationality of
3 decision making and attendant requirements of perfect knowledge and predictability of
4 decision outcomes.^{10,11} In particular, theories have centred on psychology and the mediating
5 role played by cognitive biases and group dynamics such as consensus building and
6 argumentation, as well as the influence of expertise and seniority.^{12,13,14} Characteristics of
7 decisions and those charged with making them vary and have been found to be important in
8 shaping decision outcomes.^{15,16,17} These characteristics include the complexity of the decision
9 and extent of decision precedent, which influence both speed of decision making and level of
10 supporting information typically accessed in the decision making process. Decision maker
11 characteristics such as professional role and values, personality, cognitive style and
12 demographic factors such as age, length of tenure and education have been found to influence
13 aspects of decision making such as levels of risk-taking, volume and type of information
14 sought.^{18,19}

15 By comparison, investigation of the mediating role of context in decision making is under-
16 developed. Dobrow *et al.*¹⁵ note that a ‘normative evidence-based’ mind-set is often
17 somewhat at odds with a ‘practical-operational’ orientation, in which contextual factors are
18 acknowledged as attenuating the strict application of best evidence. Contextual factors are to
19 some extent accounted for in institutional approaches. These schools also question the
20 explanatory power of instrumentalist models of decision making, instead emphasizing the
21 institutional outcomes of legitimacy and recognition, and counter logics of organisational
22 isomorphism.²⁰ In order to disaggregate the relevant features of this institutional context it is
23 helpful to draw on Pettigrew’s² (1985) broad distinction between inner and outer context

24 (~~Bate *et al.* 2008~~):

25 *‘Inner context refers to factors from within the organization e.g. structure, culture,*
26 *power and political characteristics; and outer, to factors external to the organization*
27 *such as industry sector, economic, political and social context. This is a handy*
28 *simplification, although may not be so easy to identify in practice, as these*
29 *boundaries are sometimes permeable.*^{21: s31}

1 Frameworks such as that of Bate et al. (2008)⁶⁺22 add to the category of inner context factors
2 such as size, scale and complexity of the organisational unit; degree of organisational
3 stability, and; prior financial and service performance. To the *outer* context they add factors
4 such as: regulatory environment and market forces. However, settling on a definitive and
5 granular categorisation is problematic given that, as Squires et al.²³⁶² note ‘no one framework
6 is sufficiently inclusive or comprehensive about what comprises context.’ What’s more, such
7 frameworks have typically been designed to analyse change processes and it is not clear that
8 the extent to which any explanatory power in this domain is transferable to the analysis of
9 decision making.

10 In this review we have grouped factors under descriptive headings selected to enable capture
11 of all contextual factors reported in the included studies (see Box Two).

12 *Box Two: Categories of factors*

Sources of information: refers to factors reported in the literature such as formal evidence and tacit information.

Interests: refers to the range of stakeholders that may seek to influence decisions, including professional, commercial, patients and so on. ‘Interests’ can be located predominantly in either the inner or outer context.

Organisational characteristics: covers factors such as size, structure and resource levels of the organisation in which the decision making function is embedded.

Governance and leadership: refers to the modes of practice in relation to leading and managing the organisations within which the decision making function is embedded.

Geography: covers factors such as extent of rurality and accessibility for patient populations.

Economics: refers to extent of available resources, and system payment mechanisms.

Relationship to government: refers to factors deriving specifically from political overseers and their agents, including regulation, contracts, services frameworks and standards.

13

14 Although we might assume that ‘dynamic decision making’⁷ is the product of the interaction
15 between such factors and human dimensions, the nature of these factors and this interaction
16 with formal decision functions is not well understood in health and care settings.

17 In summary then, decisions of value are understood to be non-routine decisions that impact
18 substantially and explicitly on both costs and outcomes, and which require consideration of
19 options. The aims of this evidence synthesis are to understand the contextual factors that

1 influence decisions of value in health and care, and to draw conclusions and identify areas for
2 future enquiry. The specific objective is to identify and synthesise previous empirical studies
3 of the relationship between contextual (inner and outer) factors and decisions of value.

4 **Materials and methods**

5 The method employed for this study is structured evidence review and narrative synthesis.
6 Following initial scoping searches of online search engines (Google Scholar and NHS
7 Evidence) a list of search terms and inclusion criteria were developed. Full searches were
8 then carried out of health and social care databases keywords and abstracts (HMIC, Medline,
9 Embase, CINAHL, NHS Evidence, Cochrane) and selected non-health databases (Web of
10 Knowledge and ABI Inform/Proquest). Follow-up searches focussing on journals and mesh
11 terms identified as most relevant from these initial searches were conducted along with hand-
12 searching of identified bibliographies and reference lists. Snowball searching using citation
13 analysis and bibliography scanning was then performed with a final google scholar search
14 carried out in February 2015.

15 *Box Three: Example search*

Search strategy:	influences on cost/quality decision making in health
Databases:	CINAHL
Search terms:	‘Decision making’ or ‘Investment’ or ‘Management’ or ‘Governance’ or ‘Adoption’ or ‘Choice’ or ‘Selection’ or ‘Strategy’ or ‘Planning’ or ‘Quality’ or ‘Service improvement’ or ‘Improvement’ or ‘Innovation’ or ‘Cutbacks’ or ‘Rationing’ And ‘Causes’ or ‘Drivers’ or ‘Influences’ or ‘Factors’ or ‘Finance’ or ‘Cost’ or ‘Cost effectiveness’ or ‘Evidence’ or ‘Context’

16

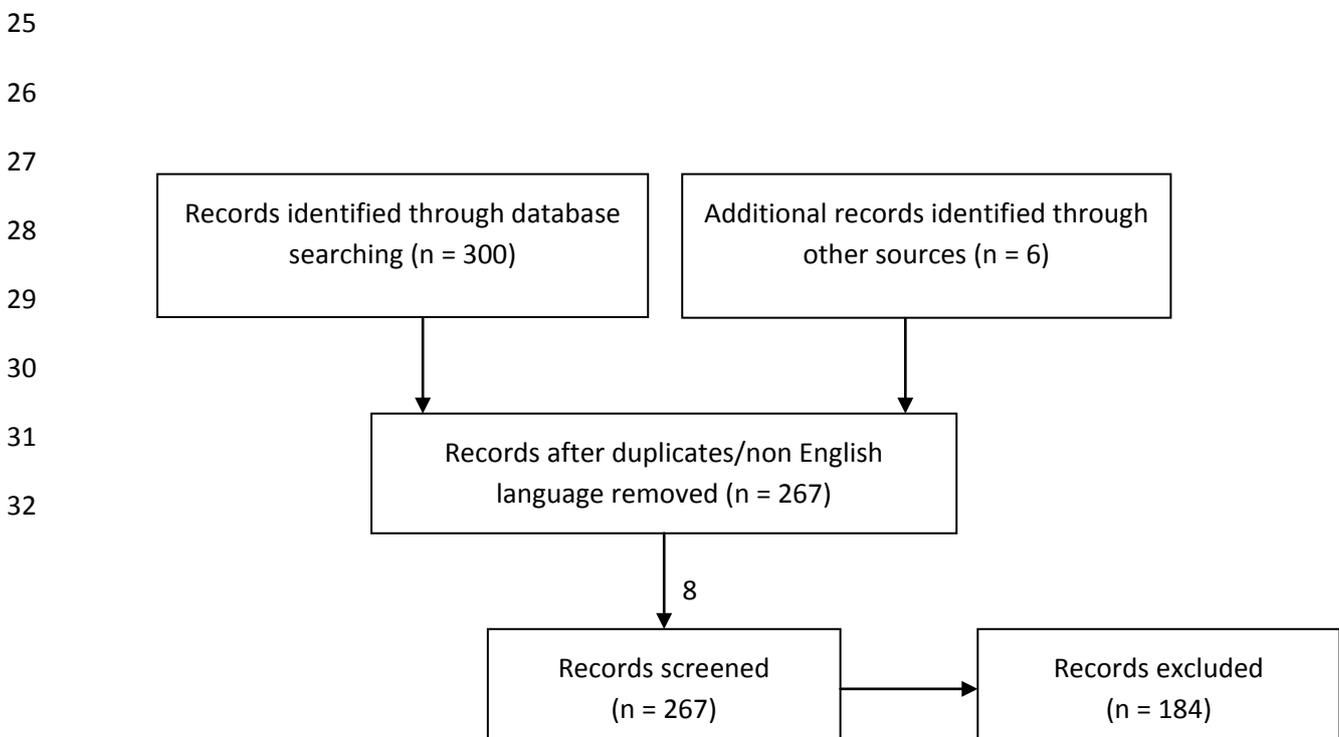
17 Included documents were empirical (either new research or evidence synthesis) and
18 published between January 1990 and February 2015 in academic peer reviewed formats. The
19 review was international in scope but confined to English language reporting. Included
20 items relate to formal and explicit decisions where options/alternatives are available (e.g.
21 ‘next best course of action’ or ‘do nothing’) with demonstrable implications for quality and
22 finance, and which considered the influence of a contextual factor or factors on these, in a
23 health and/or care context.

24

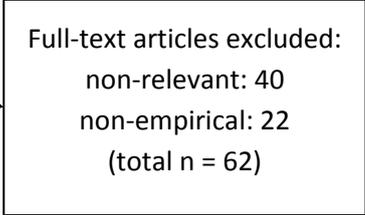
1 For all included items, structured data extraction was performed drawing out descriptive
2 information and content against the review aims and questions (see Table One). Data
3 synthesis was conducted in accordance with the nature of the evidence base and a narrative,
4 thematic approach was adopted as the best approach for combining studies employing
5 divergent methods.²⁴²² Comparisons were made across studies in order to provide an
6 overview of the main themes and characteristics of the evidence base against research aims
7 and questions.²⁵³ A key aim was to identify factors reported as influencing decisions of value.
8 A coding framework was developed from a combination of the self-reported categories
9 employed in studies and additional categorisation work of the authors (see Table Two). This
10 was applied and developed iteratively until each reported factor was assigned a code.

11
12 The interdisciplinary nature of the evidence base and the challenges of applying quality
13 criteria across research paradigms meant that assessment of each included item was confined
14 to considerations of relevance rather than research quality (see Table One). However, by
15 excluding non-peer-reviewed literature we ensured only studies with explicit methods and
16 which followed a defined research designs were included. Where previous evidence
17 syntheses of sub-sections of the literature were identified which meet the inclusion criteria,
18 we incorporated the prior synthesis to our own instead of disaggregating and re-analysing
19 each of the relevant studies contained within them. For example, Eddama and Coast²⁶⁴ and
20 Williams *et al.*²⁷⁵ both review the literature on the influence of economic information in
21 allocative decision making and we have reviewed and incorporated their analysis and
22 conclusions.

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24 *Figure One: PRISMA flowchart*



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Full-text articles excluded:
non-relevant: 40
non-empirical: 22
(total n = 62)

Results

Twenty one literature items reporting 14 research studies and seven literature reviews met the inclusion criteria. Six of the research studies were carried out in the US with three from each of the UK and Canada and the remaining two from countries in Europe and Asia. Of the empirical items included, eight reported from research into allocative decision making, five reported on research into technical decision making and six of these covered both. Four reviews covered allocative decision making and two covered both allocative and technical decisions. Details of the included studies are presented in Table One and a breakdown of the factors reported in each included literature item are presented in Table Two.

Strengths and limitations of the evidence

The review shows that in health and care contexts, research into decisions of value is in its infancy and contains wide variation in approach and remit. For example some studies seek to identify inductively the full range of influencing factors whereas others measure correlations between a narrower range of pre-identified factors and a dependent variable. This prevents us from aggregating the reported influence of factors across studies. Combined with the lack of replication or critical appraisal of studies – especially in relation to technical decision

1 making – this makes it premature to issue definitive statements regarding the *relative*
2 influence of factors.

3

4 As well as this, the evidence is drawn from a range of service and country settings – albeit
5 our searches identified few studies from lower and middle income countries - and this
6 reduces generalisability or transferability of findings. Furthermore, the variety of definitions
7 for phenomena such as ‘leadership’, ‘culture’ and ‘resources’, means that assessment of their
8 power as influencers is subject to uncertainty. These variations reflect differences of research
9 tradition. For example although the literature is dominated by health services research it
10 contains contributions from management studies, operations research and political science,
11 and draws from both qualitative and quantitative research paradigms. More work is therefore
12 required to develop a taxonomy of factors that can be clearly defined, measured and analysed
13 in different settings and to help facilitate reconciliation of insights from these divergent
14 schools.

15

16 An area of relative strength in the published evidence is enquiry into the factors influencing
17 coverage and commissioning decisions in health care systems.²⁷⁵⁻³⁰²⁸ The factors influencing
18 these allocative decisions have therefore been more consistently explored than factors
19 affecting technical decision. The greater variety in *technical* decision making makes it
20 difficult to draw definitive conclusions regarding the influence of contextual factors. These
21 caveats notwithstanding, the following sections describe inner and outer contextual factors
22 and their influence as reported in the literature.

Source	Decisions	Methods	Relevant research aims/question	Relevance to review
Abelson 2001 ^{47,41}	Community decision making processes in Canada	Case studies involving interviews, secondary sources and observation	Explores the role that context plays in shaping community decision making processes	Covers allocative and technical decisions
Bazzoli <i>et al.</i> 2007 ^{32,44}	Investment in plant and equipment in US hospitals	Quantitative analysis of routine data: on hospital finances, performance etc	To examine effects of financial pressure on hospital operations including investments in plant and equipment	Covers technical decision making in a specific system setting
Castro <i>et al.</i> 2014 ³³	Decisions over the adoption/diffusion of new innovations in Italy	Analysis of routine data, using regression analysis, on expensive medical equipment (e.g. MRI), comparing public and private hospitals	To investigate the relationship between reimbursement systems and decisions to adopt technological medical innovations	Covers technical decision making in a specific system setting
Denis <i>et al.</i> 1992 ³⁴	Merger decisions in health care in Quebec, Canada	Longitudinal case study using documentary analysis and interviews	To analyse the determinants of a merger between two publicly funded hospitals	Covers technical decisions in a specific system setting
Dranove <i>et al.</i> 2003 ^{35,4}	HMO formulary inclusion decisions, US	Survey of HMO directors of pharmacy analysed using logistical regression analysis	To identify economic and organisational factors that affect likelihood of inclusion of new drugs	Covers allocative decision making in a US setting
Eddama & Coast 2008 ^{26,4}	Review and synthesis of the international literature on use of economic evidence in decisions to invest in health care interventions	Literature review	To investigate the role of economic evidence in health care coverage decision making	Reviews allocative decisions on technology coverage across a range of settings
Fischer 2012 ^{36,29}	Review and synthesis of the international literature on allocative decision making at the pan-organisational level	Literature review and documentary analysis	To summarise factors that influence decision outcomes and appraisal criteria as measured in quantitative studies	Reviews allocative decisions on technology coverage across a range of settings, excludes qualitative studies
Fraser & Estabrooks 2008 ^{28,4}	Review and synthesis of the international literature on home care decision making	Literature review	To understand what factors influence case managers' resource allocation decisions in home care	Synthesises literature on allocative decision although relatively little research identified
Fraser <i>et al.</i> 2009 ^{37,46}	Case management resource allocation decisions in Canada	Ethnographic study of a home care programme using interviews, card sorts and participant observation	To explore factors that influence case managers' resource allocation decisions in pediatric home care	Covers allocative decisions in a specific system setting
Hensher &	Health authorities in London,	Survey and interviews	To assess the influence needs assessment has had	Covers allocative and technical

Fulop 1999 ³⁸⁴	UK		on decision making	decision making in a specific system setting
Kisa <i>et al.</i> 2006 ³⁹⁴⁹	Financial decision makers at organisational level in hospitals (public and private) in Ankara, Turkey.	Survey of people in charge of financial decisions in 14 private hospitals and 66 outpatient clinics and imaging centres	To investigate how involved finance officers are in decision making in health care organisations	Covers technical decision making in a specific system setting
Li & Benton 2003 ⁴⁰⁴⁶	Capacity management decision making (e.g expanding services, partnering, investing in technology, workforce management) in US hospitals	Questionnaire on hospital capacity management decisions and Practices, analysed using structural equation modelling	To measure influence of hospital size, location, teaching involvement, and service mix on hospital capacity resource management decisions	Covers technical decision making in a specific system setting
Li & Benton 2006 ⁴¹⁴⁸	Technology and nurse management decisions in US Hospitals	Questionnaire on Technology and nurse management decisions analysed using structural equation modelling	To measure influence of hospital size and location on technology and nurse management decisions	Covers technical decision making in a specific system setting
Miller <i>et al.</i> 2014 ³⁰⁴⁸	UK Local government commissioning (i.e. funding) decisions in the field of public health	Interviews with local government commissioners	To identify the information that influences decisions on public health spending	Covers allocative decision making in a specific system setting
Paudyal <i>et al.</i> 2012 ⁴²⁴	Review and synthesis of the international literature on community pharmacist decisions to adopt new treatments	Literature review	To identify factors associated with community pharmacists' adoption decision making	Synthesises literature on allocative decision although relatively little research identified
Polisena <i>et al.</i> 2013 ⁴³⁴⁹	Review and synthesis of the international literature on disinvestment in health care	Literature review	To review the application of frameworks and tools for disinvestment decision making in health and social care	Covers allocative and technical decisions across range of settings
Roggenkamp <i>et al.</i> 2005 ⁴⁴⁵	US hospital decisions regarding adoption of case management	Routine data analysis	To investigate the adoption of case management by US hospitals at three time periods:1994, 1997, and 2000.	Covers allocative and technical decision making in a specific system setting
Sosnowy <i>et al.</i> 2013 ⁴⁵⁴³	State level health leaders in the US state of New York	Mixed qualitative methods including individual and group interviews	To determine the use of decision making processes by state local health department leaders and barriers/facilitators to use of evidence-based decision making	Covers decision making in a specific system setting. Precise nature of decisions is somewhat unclear.
Vuorenkoski <i>et al.</i> 2005 ²⁹⁷	Review and synthesis of the international literature on macro/meso level coverage	Literature review	To analyse coverage decision making processes	Covers allocative and technical decisions across range of settings. Not designed

	decision making in industrialised countries			specifically to measure factors influencing decisions.
Williams <i>et al.</i> 2008 ²⁷⁴	Health coverage decision making in England and elsewhere	Literature review followed by documentary analysis and case studies (interviews and observation)	To investigate the role of economic evaluation in health care decision making	Covers allocative decisions across range of settings
Wright & Martin 2014 ⁴⁶³⁵	Community health centre decisions in the US	Qualitative interviews	To explore the role of consumer trustees in decision making under economic constraint	Covers allocative and technical decision making, focussing on one specific contextual influencer

1 ***Inner context***

2 Factors deriving from the inner context reported as influential include: information accessed
3 by decision makers; interest groups within the organisation; organisational characteristics and
4 governance structures.

5 ***Sources of information***

6 Levels of information and analytical resources are reported as important in shaping decisions
7 of value, especially in relation to allocative decision making. For example, technology
8 coverage decisions have been found to be influenced by clinical, ethical and cost
9 information.^{297,3629,4330} *Absence* of such information is also reported as important: for
10 example high levels of uncertainty in the face of information deficits have been shown to
11 reduce adherence to a instrumentalist decision making model and to open up determinations
12 to greater levels of judgement and intuition.²⁷⁵ Despite these findings, the relative
13 importance of information (or its absence) can be over-stated and may be skewed by the
14 prevalence of its pre-selection as a variable for analysis.^{264,275,3028} Importantly, even in these
15 studies information is invariably found to vie for primacy with other contextual drivers and
16 influences.^{286,3028,384}

17 The role of information in technical decision making at the organisational level is less well
18 understood. Such evidence as exists suggests that decision makers consult a range of
19 information sources incorporating both explicit and tacit knowledge.^{3028,4532} These sources
20 include professional journals, legal advisors, the media and the experiential information
21 provided by other decision makers, as well as advice from specialists. The relative
22 importance attached to each source varies according to decision maker characteristics such as
23 age, occupation and education levels, as well the nature of the decisions themselves. For
24 example highly technical areas of decision making typically engender greater reliance on
25 specialist information and advice. Professional roles appear to mediate the importance given
26 to information: the literature contains instances of differences between decision makers'
27 emphasis on quality and cost considerations, with clinicians more likely to emphasize the
28 former and budget holders/finance professionals emphasizing the latter.^{275,33}

29 The extent to which an organisation is able to identify and process new knowledge is likely to
30 affect levels of rationality (i.e. instrumentalism) in decision making. However, as noted
31 above, this knowledge is not confined to formal evidence. The literature provides support for
32 the importance of tacit knowledge located in organisational memory and therefore of decision

1 making antecedents. However, workload levels are an important mediating variable in this
2 regard and budgetary deficits have been cited as militating against an evidence based decision
3 making approach.³²⁻⁴⁵

4 *Interests*

5 The underlying premise of much of the discussion of interests is a concern with how power
6 and self-interest are enacted by those not directly involved in the decision making process. In
7 general, internal actors and interests are reported as being highly influential in decision
8 making.^{38,34} However this influence can be uneven with, for example, ‘experts’ found to be
9 more influential than lay or patient stakeholders in priority setting.²⁹⁷ Wright & Martin⁴⁶³⁵
10 conclude that ‘consumer governors’ in US community health centres are less influential than
11 other stakeholders (e.g. clinicians) even in relation to functions such as identification of
12 community needs. Williams *et al.*²⁷⁵ explore how interests are advanced through mobilisation
13 of factors such as evidence and expertise, indicating the interrelationship between multiple
14 factors within the inner context.

15 *Organisational and institutional characteristics*

16 Technical decision making in particular is subject to the influence of organisational
17 characteristics such as size, financial performance and service mix. In relation to size and
18 service mix, Li & Benton^{4036: 609} conclude from a US survey that:

19 ‘Larger hospitals are more interested in expanding outpatient services, forging
20 partnerships with physicians and managed care delivery systems, and seeking
21 effective demand management decisions.’

22 Service mix is also influential in technology adoption decision making.⁴⁰³⁶ For example
23 teaching hospitals typically have more specialised and complex medical services, thereby
24 increasing the resources and expertise available to them to support adoption decisions. The
25 availability of slack resources for decision support and implementation, which are linked to
26 organisational size, can affect decisions affecting costs and quality.^{286,437} However, the
27 relationship between financial conditions and decision making is complex and often
28 unpredictable. Budgetary deficits have been found to militate against an evidence based
29 decision making approach.⁴⁵³² What’s more, the uneven distribution of resources within and
30 between organisations can lead to disparities of influence between interest groups.³⁴ This
31 again highlights the interrelationship between inner contextual factors such as resources,
32 interests and organisational structure.

1 In some studies the term ‘institution’ is used to refer to characteristics of the broader (i.e.
2 supra-organisational) sector within which the decision making function is located.
3 Roggenkamp et al.⁴⁴⁵ conclude that the foremost influences on decisions to adopt hospital
4 case management are institutional rather than economic. By way of illustration they note that
5 those most likely to benefit economically are not necessarily the most likely to adopt.
6 Instead, they find inter-organisational factors such as the behaviour of competitors to be a
7 more important predictor of decision making. The literature includes multiple other
8 references to institutional influence but with little commonality of meaning. For example, the
9 term is employed as a synonym for organisations in some studies, and for market factors in
10 others. Much of the detail of institutional influence is therefore discussed here under
11 different headings.

12 *Governance and leadership*

13 Extent of centralisation and specialisation has been linked to organisational performance,
14 although less is known specifically about the impact of these on decision making. In general
15 there is a normative strain in the literature advocating decentralisation of decision making and
16 flatter management structures with increased autonomy at the front line.⁴³⁸ This links to the
17 claim that autonomy and discretion/responsibility are important in enabling rational decision
18 making. Respondents in Sosnowy *et al.*'s⁴⁵³² study cite the importance of ‘evidence-based’
19 decision making being promoted and supported by the leadership of the organisation.
20 However more research is required into how these factors and others such as reporting
21 relationships affect decisions of value.³⁵⁹

22 *Organisational culture*

23 Although Eddama & Coast²⁶⁴ identify culture as a significant variable affecting the extent to
24 which ‘rational’, evidence based decisions are made on investment in health and care, overall
25 the review also notes that organizational culture and strategic orientation are not well
26 understood in relation to decision making. There has been extensive research into the values
27 and norms that predominate in health care organisations^{e.g. 490, 5041} and although there is a
28 growing literature on the relationship between culture and performance there is little that
29 focusses on decision making either as an endpoint or an intervening variable. Indeed ‘culture’
30 has been described as the hardest organisational concept to define and this makes it difficult
31 to measure its impact on decision making.⁵¹⁴² Clearly we might infer that culture shapes
32 decision making but there remains little by way of an evidence base on how this happens.

1 *Outer context*

2 Influential factors deriving from the outer context include: geographical location; payment
3 and reimbursement regimes; economic climate and; government and regulatory factors.

4 *Geography*

5 Geographical location has been found to be influential in relation to technical decision
6 making. For example decisions taken by health and care providers in rural areas are likely to
7 be different to those taken in urban areas for reasons which include the skills requirements
8 and capabilities of the workforce and the profile of patient populations. Li & Benton^{40,41}
9 (~~2003; 2006~~) identify a greater emphasis on workforce development in rural areas where
10 recruitment is often more constrained. Location therefore affects staffing decisions but can
11 also be linked to factors such as case mix and complexity. This illustrates the
12 interrelationship between inner and outer contextual factors, especially as traversed by
13 professional networks which can be both within and outside of the decision making
14 organisation.^{297,423}

15 *Interests*

16 A variety of groups external to the decision making organisation can and often do exercise
17 influence. These include members of the public, the media, legal bodies and professional
18 representative bodies. The role that such parties play in allocative decision making processes
19 is better understood than it is in technical decision making in health and care contexts.²⁶⁴ The
20 media is frequently invoked as a counterforce to rational decision making in its apparent
21 promotion of unrealistic expectations and sensationalist causes, and/or in its role as a mouth
22 piece for dissatisfied stakeholders.

23 *Economic factors*

24 Economic factors in the form of resource pressures have consistently been found to influence
25 technical decision making at the organisation level. For example Bazzoli *et al.*⁴⁴⁻³² found that
26 financial constraints contributed to decisions to reduce health care investment, and
27 Roggenkamp *et al.*⁴⁵⁴ found economic factors to be influential in decisions to adopt a case
28 management approach in US hospitals. It is perhaps axiomatic to allocative decision making
29 that economic considerations are taken into account, although in practice these are often
30 found to be secondary to other considerations.^{264,275}

1 The influence of payment systems is illustrated in the literature through studies of, for
2 example, the effects of reimbursement mechanisms on technology adoption. Castro *et al.*³³
3 found that a payment-per-case reimbursement system to be correlated with reduced rates of
4 innovation adoption decisions, and elsewhere system characteristics have been found to
5 influence case managers' resource allocation decisions—(Fraser & Estabrooks 2008).²⁸
6 Similarly, Dranove *et al.*³⁵⁹ found that non-profit status made inclusion of new drugs on
7 health care formularies more likely.

9 *Relationship to government*

10 The role that government and/or regulatory bodies play in decision making has been
11 emphasized in a number of fields and this can affect organisations or individual decision
12 makers operating within them.^{4532,3746} For example, hospital merger decisions have been
13 found to be influenced by government pressure especially where public resources are the only
14 funding source.³⁴ Overall, much of the literature included within the review did not directly
15 report on factors such as regulation, government contracts, service frameworks and standards.

17 *Intersecting factors*

18 To mitigate factor selection bias in included literature, this table excludes studies where only
19 a single influencing factor was selected for analysis (e.g. Wright & Martin⁴⁶³⁵). The literature
20 clearly indicates that whilst factors can be disaggregated for analytical purposes they should
21 not be treated as independent and many studies demonstrate how they intersect. For example,
22 contextual factors are shown to affect levels of public engagement in decision making,³¹⁴⁷
23 and hospital pharmacist drug adoption decisions are found to be influenced by a plethora of
24 factors including: attributes of the medicine, professional opinion, resources and expertise,
25 ethics and values, and patient opinion.⁴²³ Similarly, case manager resource allocation
26 decisions are found to be shaped by a combination of system-related, home care program-
27 related, family-related, client-related factors³⁷⁴⁶, and evidence and interests are often
28 intertwined in shaping decision outcomes.²⁷⁵ Dependent variables are themselves shown to
29 act as factors influencing subsequent decisions. For example high levels of hospital
30 investment in technology have been found to lead to high levels of investment in nurse
31 training.⁴¹⁸

32 Table Two: Summary of contextual factors cited by literature item

Decision type	Author/research tradition	Contextual influencers identified
Technical decisions at the organisational and sub-organisational level	Investment in hospital infrastructure and operations Bazzoli <i>et al.</i> ³² Health services research	Financial pressures Economic climate
	Decisions to adopt innovations Castro <i>et al.</i> ³³ Health services research	Budgetary constraints Market (demand and supply) forces Complexity/case mix External competition Payment system
	Decisions to merge organisations Denis <i>et al.</i> ³⁴ Political science	Internal power relations External political context
	Finance decisions in hospitals and clinics Kisa <i>et al.</i> ³⁹ Health services research	Finance officers Market forces Financial pressures
	Capacity management decisions (expanding, partnering, investing, workforce management etc) Li & Benton ²⁰⁰³ ⁴⁰ Operations research	Hospital size and location, Hospital status (e.g. teaching) Service mix
	Technology and nurse management Li & Benton ²⁰⁰⁶ ⁴¹ Operations research	Hospital size Hospital location Technology investment
Allocative decisions at the (sub)organisational level	Health coverage decisions Dranove <i>et al.</i> ³⁹ - ²⁰⁰³ Health Services Research	Relationship with drug manufacturers Profit/non-profit status
	Eddama & Coast ²⁶ (review) Health services research	Organisational/institutional constraints External and internal politics Cultural characteristics of the organisation
	Paudyal ⁴² (review) Health services research	Patient safety information Endorsement by medical bodies Country characteristics (variation across settings)
	Vuorenkoski ²⁹ <i>et al.</i> Health services research	Clinical evidence Costs of treatment information Social value considerations
	Williams <i>et al.</i> ²⁷ Health services research	Clinical effectiveness information Cost effectiveness information Organisational/institutional constraints
	Polisena <i>et al.</i> ⁴² Health services research	Disease burden information Clinical effect and patient safety information Costs and cost effectiveness information

			Health service impact (ethical, legal and psychosocial) information
	Adoption of case management	Roggenkamp <i>et al.</i> ⁴⁴ Health care management	Institutional forces Economic incentives
Allocative decisions at the super-organisational level	Health coverage decisions	Eddama & Coast ²⁶ (review) Health services research	Organisational/institutional forces
		Fischer ³⁶ Health services research	Clinical information Economic information Ethical considerations
		Vuorenkoski ²⁹ <i>et al.</i> (review) Health services research	Cost information Past decisions Severity of disease information Patient demand Clinical opinion Pharmaceutical company behaviour
		Williams <i>et al.</i> ²⁷ Health Services Research	Clinical effectiveness information Cost effectiveness information Organisational/institutional constraints
	Resource allocation in home care	Fraser & Estabrooks ²⁸ Health services research	Client characteristics Policy constraints System constraints (work load and volume, staff turnover, organisational structure) Resources
		Fraser <i>et al.</i> ³⁷ Health services research	
	Investing in preventive/public programmes	Miller <i>et al.</i> ³⁰ Public management	Political context Interests
	Disinvestment decisions	Polisena <i>et al.</i> ⁴³ Health services research	Disease burden information Clinical effect and patient safety information Costs and cost effectiveness information Health service impact (ethical, legal and psychosocial)
	Health planning decisions	Hensher & Fulop ³⁸ Health services research	Needs assessment Political bargaining between interest groups

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1 Discussion and conclusions

2 Enquiry into the relationship between quality and cost considerations in health and care
3 decision making is hampered by definitional confusion and there has been relatively little
4 systematic exploration based on a shared conceptual understanding. Evidence synthesis
5 therefore requires negotiation of the different terminologies that characterise the various
6 literatures (as illustrated by the confusion noted earlier over the term ‘institution’). The
7 disciplinary variety encompassed in our included literature, and the attendant divergence in
8 theoretical and methodological approaches, places serious caveats on the analytical claims
9 that can be made. It is clear that study findings are heavily shaped by their design and by the
10 contours of the research traditions from which they derive. In particular these limitations
11 make it difficult to draw inferences about the *relative* importance of contextual factors in
12 health and care decisions of value.⁵²⁴⁹ It is also important to note that our sample of literature
13 is heavily skewed towards high income countries, with only one middle income country
14 study³⁹ (~~Kisa et al. 2006~~) and none from lower income countries. However there are a
15 number of observations that can reasonably be made with regard to the interplay of inner and
16 outer context in shaping decisions of value in health and care. In this section of the paper we
17 consider the conclusions that can be drawn based on the evidence presented thus far, and
18 identify implications for theory, research and practice in relation to decisions of value.

19 Decision makers do not operate in a vacuum and there are strong clinical, financial, and
20 political imperatives that constrain choices. Within the inner context these are most
21 pronounced in relation to technical rather than allocative decisions, and yet these decisions
22 are less frequently investigated in the literature. Our analysis implies that technical
23 organisational decision making is more directly circumscribed by prevailing structures of
24 incentives, penalties and rewards as well as the dominant organisational culture and
25 relationships. By contrast allocative decision makers are often granted partial separation or
26 autonomy, and perhaps as a result are more often considered to exemplify an instrumentalist
27 model of evidence-based and rational decision making.

28 The review suggests that outer-contextual factors also play an important role in shaping both
29 allocative and technical decisions of value. In other settings it has been found that degree of
30 external control is inversely related to the degree of rationality adopted in decision making¹⁸
31 and that environmental factors such as hostility and/or munificence in the political
32 environment can be highly influential.¹⁹ In governmental health and care systems the sheer

1 volume of external oversight and regulation mechanisms, not to mention legal opinion and
2 precedent, can engender decision making driven by compliance and risk aversion rather than
3 outcomes. Hostile contexts can induce stress which in turn has been shown to influence
4 decision making.^{539,544} and similar claims have been made for external factors which increase
5 levels of decision risk and uncertainty.⁵⁵² In these situations, decision makers are more likely
6 to fall back on intuition and experience than rational calculation.⁵³⁶ The implications of our
7 analysis are therefore that excessive reform, regulation and scrutiny can induce response
8 mode or risk-averse behaviour.

9 The nature of influence can be complex and multi-faceted, and the more distant the
10 environmental factors the more difficult influence is to infer. There is a growing realisation
11 that not only are the goals and values of much decision making ‘fuzzy’ but the environment
12 in which decisions are taken are also similarly fuzzy.⁵⁷⁴ The literature on complexity in health
13 and care systems suggests that the relationship between decision making and any single
14 contextual factor is therefore unlikely to be linear. An ecological approach to understanding
15 health and care systems would suggest that it is the multi-directional horizontal and vertical
16 interplay between determinants and decision makers that produce decisions and therefore the
17 need to examine this interplay and its manifestations in specific settings.

18 Our review resonates with debates between normative rational choice theories of decision
19 making and descriptive organisational theories which emphasize context and environment.⁵⁵⁷
20 This is not the first time that decision making has been shown to be complex and contingent
21 on contextual factors. However, these empirical and theoretical insights are relatively under-
22 explored in the health and care environment which remains heavily influenced by narrow,
23 normative conceptions of decision making which take insufficient account of the multiple and
24 conflicting goals of governments and their agents at the meso level.⁵⁸⁶ A more responsive
25 rationality, in which multiplicity is negotiated iteratively according to changes in context, is
26 likely to be more practically useful.⁵⁹⁷

27 It is clear from the review that the variety and complexity that characterises decisions of
28 value in health and care confounds simple prescriptions for improvements to practice
29 especially considering mediating factors such as the nature of the decision (scale, levels of
30 certainty, expected impact). Allocation of resources to, for example, service expansion and
31 contraction, staff training, recruitment, public engagement and so on, will only be effective
32 where it is informed by a detailed understanding of local context. Calculation of these factors

1 as well as the expected controversy and impact of decisions could help determine the amount
2 of time and information required to discharge decision making as well as the extent to which
3 prior buy-in will need to be secured from affected parties.

4 In relation to information, levels of resource mobilised should be roughly commensurate with
5 the scale and likely impact of decisions. Rational decision making is enhanced where
6 investment in option appraisal, decision modelling, and other forms of information and
7 analysis is greatest. However this should be offset against opportunity cost of investing
8 resources in this area. A good example of this is formal cost-effectiveness analysis which has
9 been applied with some success to allocative decision making at a macro level but which
10 remains something of an expensive luxury at sub-tiers.⁶⁰⁵⁸ The implications of these insights
11 for decision making in health and care are that important factors to consider include whether
12 sufficient investment is made in the resources required to generate and interpret information
13 relevant to decisions, and whether both explicit and tacit knowledge channels are facilitated.

14 Finally, the review has underlined the influence of interest groups. Where decisions affecting
15 costs and quality are of significant scale and scope there is a strong normative case for
16 involving patients and citizens. The logic of involving the public relates to their voice in
17 relation to how public resources are spent and therefore has particular salience in relation to
18 allocative decisions – for example priority setting, commissioning and disinvestment. The
19 logic of involving patients derives primarily from their status as the intended beneficiaries of
20 health and care services and their expertise in relation to understanding quality.

21 Just as it has been argued that alignment between organisational operating mechanisms and
22 decision mechanisms, facilitates better organisational decision making,⁶¹⁵⁹ our review
23 underlines the importance of alignment with wider context. This suggests the importance of
24 investigating how the factors identified interact and cohere in local settings. To this end,
25 there is a requirement for development of a conceptual schema combining influential factors
26 related specifically to decision making. We hope that this paper sensitises us to key concepts
27 and terms to inform such work, and that in time it will help to facilitate comprehensive,
28 multivariate factor analysis across a range of decisions.

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