Reading List on Decision Making

Advancing Theories, Models and Measurement for an Interprofessional Approach to Shared Decision Making in Primary Care: A Study Protocol
Legare, France and others, BMC Health Services Research, Vol. 8(2) 3 January 2008
http://www.biomedcentral.com/content/pdf/1472-6963-8-2.pdf

Balancing Influence between Actors in Healthcare Decision Making
Kaplan, Robert M and Badab, Yair M, BMC Health Services Research, Vol. 11, April 2011
A variety of actions are necessary for maximizing population health within the constraints of available resources and the current balance between the actors. These actions include improved transparency of all aspects of medical decision making, greater involvement of patients in shared medical decision making, greater oversight of guideline development and coverage decisions, limitations on direct to consumer advertising, and the need for an enhanced role of the government as the public advocate.
http://www.biomedcentral.com/1472-6963/11/85/abstract

Before You Make That Big Decision...
Dangerous biases can creep into every strategic choice. Here’s how to find them – before they lead you astray.

Clinical Decision-making: What Every Non-clinician Manager Should Know but was Never Taught
Carpenter, Caryl E, Proenca E Jose and Nash, David B, Journal of Health Administration Education, Vol. 16(4) Fall 1998 pp. 357-375,

Conquering a Culture of Indecision

Death by Information Overload
Current research suggests that the surging volume of available information – and its interruption of people’s work – can adversely affect not only personal well-being but also decision making, innovation and productivity.

The Decision-Driven Organisation
A company’s structure results in better performance only if it improves the organisation’s ability to make and execute key decisions faster than competitors. If you can sync your organisation’s structure with its decisions, then the structure will work better and performance will improve.

Decision Making: A Brief History

Decision-making and the Health Service Manager
Lewis, Janice and Boldy, Duncan, Chapter 9 in Managing Health Services: Concepts and Practice, Harris, Mary M, 2nd ed., Sydney, Mosby, 2006

Decisions without Blinders
The ‘bounded awareness’ phenomenon causes people to ignore critical information when making decisions.

Developing a Prioritisation Framework in an English Primary Care Trust
http://kuuc.chair.ulaval.ca/url.php?i=3156&f=Web&l=En
Evaluation of Healthcare Services: Asking the Right Questions to Develop New Policy and Program-relevant Knowledge for Decision Making
This is a primer for administrators, policy makers and others about how to identify the knowledge they need to make decisions regarding new or existing programs.
http://www.longwoods.com/content/21997

Evidence and Value: Impact on Decision Making - the EVIDEM Framework and Potential Applications
Goetghbeur, MM and others, BMC Health Services Research, Vol. 8, December 2008
The EVIDEM framework promotes transparent and efficient healthcare decisionmaking through systematic assessment and dissemination of the evidence and values on which decisions are based. It provides a collaborative framework that could connect all stakeholders and serve the healthcare community at local, national and international levels by allowing sharing of data, resources and values.
http://www.biomedcentral.com/1472-6963/8/270/abstract

Evidence-based Decision-making: Practical Issues in the Appraisal of Evidence to Inform Policy and Practice
Calls upon practitioners to further develop skills in critical appraisal of evidence from a range of sources to inform policy and practice and to foster collaborative partnerships between researchers, policy makers, educators, manager and clinicians.

Evidence-based Decision Making: When Should We Wait for More Information?
Chalkidou, K and others Health Affairs, Vol. 27(6) November/December 2008 pp. 1642-1653
A decision-making framework for health care payers considering the adoption of new technologies.

Evidence-informed Managerial Decision-making: What Evidence Counts Part One
Liang, Zhanming, Howard, Peter F and Rasa, John, Asia Pacific Journal of Health Management, Vol. 6(1) 2011 pp. 23-29

Getting the Most out of PROMS: Putting Health Outcomes at the Heart of NHS Decision making
Devlin, Nancy J and Appleby, John, King’s Fund, March 2010
PROMs are increasingly being used to supplement traditional clinical ways of measuring treatment outcomes. They have the potential to become a key part of the way health care is funded, provided and managed.
http://www.kingsfund.org.uk/publications/proms.html

Harvard Business Review on Decision Making

The Hidden Traps in Decision Making

Hospital Boards and Hospital Strategic Focus: The Impact of Board Involvement in Strategic Decision Making

Knowledge to Action: Integrating the Use of Evidence in Management Decision Making
Lefebre, Nancy, Healthcare Management Forum, Vol. 23(2) Summer 2010 pp. 48-52
This project provided a foundation for the use of evidence in decision making in a home healthcare organisation.

How Can Decision Making be Improved?
Milkman, KL et al., Harvard Business School, August 2008
http://www.hbs.edu/research/pdf/08-102.pdf

Influencing the Decision-making Process through Health Impact Assessment
http://www.nice.org.uk/aboutnice/whoweare/abouthehdapublications/influencing_the_decisionmaking_process_through_health_impact_assessment.jsp

The Informed Decisions Toolbox: Tools for Knowledge Transfer and Performance Improvement
What healthcare managers can do to increase the use of evidence in decision making and so improve the performance of their organisation.

A Leader’s Framework for Decision Making
Wise executives tailor their approach to fit the complexity of the circumstances they face.

Making Shared Decision-making a Reality: No Decision about Me, without Me
Coulter, Angela and Collins, Alf, King’s Fund, July 2011
The UK government wants shared decision-making to become the norm in the NHS but there is confusion about why it is important, what it involves and what the implications might be for patients, clinicians and the wider health service. 
http://www.kingsfund.org.uk/publications/nhs_decisionmaking.html

Measuring Crisis Decision Making for Public Health Emergencies
Parker, Andrew M and others, RAND Health, 2009
This technical report describes the development and first generation of a tool to measure key aspects of crisis decision making in public health emergencies, based on performance in exercises (e.g., tabletops, functional exercises, full-scale exercises) and real incidents (e.g., outbreaks of waterborne disease). 
http://www.rand.org/pubs/technical_reports/TR712/index.html

Methods for Investigating Decision Making in Health Care Network Meetings

Negotiation as Relationship-Building in Healthcare Organisations: A Case Study Exercise
Williams, DR, Adams, AM and O’Connor, SJ, Journal of Health Administration Education, Vol. 21(3) Summer 2004 pp. 299-327

Policy Options to Encourage Patient-Physician Shared Decision Making
O’Malley, Ann S and others, National Institute for Health Care Reform Policy Brief no. 5, September 2011

Priority Setting: An Overview
NHS Confederation, 2007
http://www.nhsconfed.org/Publications/Documents/Priority%20setting%20an%20overview.pdf

Reading the Right Signals: How to Strategically Manage with Scorecards
Pieper, Shannon K, Healthcare Executive, Vol. 20(3) 2005 pp. 9-14

Received Wisdom: How Health Systems are Using Evidence to Inform Decision-making
Canadian Health Services Research Foundation, 2007
http://kuuc.chair.ulaval.ca/url.php?i=3920&f=Web&l=En

The Seasoned Executive’s Decision-Making Style
Top executives approach decision making in a way that is nearly opposite that of first-level supervisors.

Systems Thinking, Complexity and Managerial Decision-making: An Analytical Review

Treating an Unhealthy Organisational Culture: The Implications of the Bundaberg Hospital Inquiry for Managerial Ethical Decision Making
Managers must incorporate ethics in decision making to establish and maintain the nexus between individual and organisational values that is a vital component of a healthy organisational culture.

Use of Economic Evaluations in NHS Decision-making: A Review and Empirical Investigation
Williams, I, McIver, S, Moore, D and Bryen, S, Health Technology Assessment, Vol. 12(7) April 2008

Who has the D? How Clear Decision Roles Enhance Organisational Performance

Why Good Leaders Make Bad Decisions
Neuroscience confirms what some have long suspected: we cannot reliably recognise or safeguard against our own errors of judgment. But there is a systematic way to spot and counteract our biases so they don’t cloud important decisions.

Will it Work Here? A Decisionmakers Guide to Adopting Innovations
Brach, Cindy, Lenfestey, Nancy, Roussel, Amy and others, RTI International for the Agency for
The goal of this Guide is to promote evidence-based decisionmaking and help decisionmakers determine whether an innovation would be a good fit—or an appropriate stretch—for their health care organization.

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