PHC 6102
Principles of Health Policy & Management

Policy Implementation:
Policy Operation
Objectives

• Identify key factors that determine successful health policy operations
• Recognize capabilities and competencies of policy operations managers
• Integrate policy operations concepts into health policy example
Overview

• Policy formulation
  1. Agenda setting
  2. Legislative development

• Policy implementation
  1. Rulemaking
  2. Operations

• Policy modification
Health Policy Making Process

Preferences of individuals, organizations, and interest groups, along with biological, cultural, demographic, ecological, economic, ethical, legal, psychological, social, and technological inputs

Policy Formulation Phase
- Agenda Setting
  - Problems
  - Possible Solutions
  - Political Circumstances
- Development of Legislation
- Window of Opportunity*

Policy Implementation Phase
- Bridged by Formal Enactment of Legislation
- Rulemaking
- Operation

Policy Modification Phase
- Feedback from individuals, organizations, and interest groups experiencing the consequences of policies, combined with the assessments of the performance and impact of policies by those who formulate and implement them, influences future policy formulation and implementation.

*The window of opportunity opens when there is a favorable confluence of problems, possible solutions, and political circumstances.

Policy Operations

• Led by political appointees and civil servants

• Management activity

• Running programs created by legislation and designed by rulemaking
Policy Operations Success

• Objectives & hypotheses on how a specific policy should work

• Organizational management of regulatory agencies
  – Regulatory agency fit to objectives
    • Sympathetic to policy objectives
    • Necessary resources
  – Management competencies
    • Policy, conceptual, technical, & interpersonal
Policy Operation Example

• Our fictitious “Medicare Inpatient Quality Improvement Pilot” program
• Objective: improve quality, reduce cost
• Hypothesis: meeting quality targets will be reduce costs to Medicare
• Policy fit with CMS
• Managerial competencies with quality measurement and reporting
Questions

1. How do laws impact policy operations?
2. How does policy fit determine successful implementation?
3. What managerial competencies are important for successful implementation of regulations?