

Illustrations

Tables

| | | |
|------------|--|-----|
| Table 3.1 | Richmond’s Seven Skills of Systems Thinking | 42 |
| Table 3.2 | Capra’s Six Principles of Ecology | 44 |
| Table 3.3 | Core Areas Examined by ISIS and Goals | 48 |
| Table 3.4 | Framework of Integration and Implementation Sciences | 49 |
| Table 4.1 | Four Functions of Classical Management Theory and Descriptors | 65 |
| Table 4.2 | Systems Organizing Methods by Principle | 84 |
| Table 6.1 | Ratings of Political and Financial Climates for 10 States in 2002 | 172 |
| Table 7.1 | Integrated Concepts of Knowledge Management and Translation..... | 193 |
| Table 7.2 | 4P-Knowledge Management and Translation Strategy Map..... | 198 |
| Table 7.3 | Strategy Map for Knowledge Management and Translation Infrastructure | 198 |
| Table 7.4 | High-Level Map of Tobacco Control Knowledge | 207 |
| Table 7.5 | Example of Detailed Knowledge Management and Translation Strategy Checklist for Cancer Control PLANET: One Knowledge Resource Being Deployed in Tobacco Control | 210 |
| Table 7.6 | Example of Knowledge Management and Translation Strategy and Outcome Map for Tobacco Control, Based on Resources for Tobacco Control Knowledge and Potential Linkage to Desired Outcomes | 211 |
| Table 7.7 | Categories for Knowledge Base Taxonomy and Related Clusters from Concept Mapping | 213 |
| Table 7A.1 | Example of Detailed 4P-Knowledge Management and Translation Strategy Checklist for Production of Particular Type of Knowledge | 220 |
| Table 7A.2 | Example of Knowledge-Outcome Map..... | 220 |
| Table 8.1 | Examples of Recent Systems Efforts in Tobacco Control | 229 |
| Table 8.2 | Common Methodological Elements across ISIS Systems Approaches..... | 230 |
| Table 8.3 | Initial Conclusions about Directions for Systems Thinking..... | 233 |
| Table B.1 | Steps for Implementation of Conclusions in Specific Stakeholder Groups ... | 271 |

Figures

| | | |
|------------|---|----|
| Figure 1.1 | Model of Stakeholder Groups and Systems Approaches in Tobacco Control | 3 |
| Figure 2.1 | ASSIST Interventions and Delivery Channels | 23 |
| Figure 2.2 | Multiple Variables Affecting Tobacco Control and Its Outcomes | 24 |
| Figure 3.1 | Combining ISIS Approaches for Applications | 49 |
| Figure 4.1 | Continuum from Traditional Management to Systems Organizing | 66 |
| Figure 4.2 | Systems Organizing Model..... | 66 |

| | | |
|-------------|---|-----|
| Figure 4.3 | Optimal Placement of Tobacco Control Initiatives in the Continuum of Traditional and Systems Approaches..... | 68 |
| Figure 4.4 | Elements of Evaluation Framework | 82 |
| Figure 4.5 | Final Interpreted Concept Map | 88 |
| Figure 4.6 | Cluster Rating Map | 89 |
| Figure 4.7 | Pattern Match for Relationship of Cluster Averages for Importance Versus Feasibility | 90 |
| Figure 4.8 | Pattern Match for Degree of Consensus between Practitioners and Researchers on Average Importance Ratings..... | 90 |
| Figure 4.9 | Bivariate Go-Zone Plot of Importance and Feasibility Ratings of Practitioners, for Diffusion/Dissemination Cluster | 91 |
| Figure 4.10 | Concept Map Showing Clusters, Cluster Labels, and Interpretations of Dimensions and Regions..... | 93 |
| Figure 4.11 | Cluster Average Ratings of Responsibility | 94 |
| Figure 4A.1 | Final Cluster-Rating Concept Map for Strategic Planning..... | 101 |
| Figure 4A.2 | Pattern Matching Ladder Graph of Degree of Consensus between Importance Ratings for Groups A and B for Concept Map in Figure 4A.1 | 102 |
| Figure 4A.3 | Go-Zone Plot of Feasibility Versus Importance for Methodology Cluster in Concept Map (Figure 4A.1) | 103 |
| Figure 5.1 | Feedback Loops in a System Dynamics Model | 114 |
| Figure 5.2 | Sample of Graphs on Tobacco Use Factors from Expert Participants at 2003 Conference on ISIS..... | 118 |
| Figure 5.3 | Causal Map Segment, Incorporating Social Norm and Tobacco Grower Factors..... | 119 |
| Figure 5.4 | Expanded Causal Map Segment, Incorporating Awareness of Tobacco Health Risk | 120 |
| Figure 5.5 | Causal Map Adding Impact of Antitobacco Constituencies | 121 |
| Figure 5.6 | Causal Map Adding Government Awareness of Tobacco as a Health Risk | 122 |
| Figure 5.7 | Causal Map Adding Impact of Protobacco Constituencies | 122 |
| Figure 5.8 | Causal Map Adding Impact of Greater Willingness to Legislate Tobacco Control..... | 123 |
| Figure 5.9 | Causal Map Adding Impact of Government Tax Revenues and Funding for Tobacco Control | 124 |
| Figure 5.10 | Final Causal Map of System Dynamics Model for Tobacco Control in the Initiative on the Study and Implementation of Systems | 125 |
| Figure 5.11 | Model of Public Opinion Factors..... | 126 |
| Figure 5.12 | Model of Aging Chains of Smokers (Birth to Death) | 127 |
| Figure 5.13 | Model of Research and Dissemination Factors..... | 127 |
| Figure 5.14 | Model of Government Sector | 130 |
| Figure 5.15 | Expanded Model of Public Opinion Factors..... | 131 |
| Figure 5.16 | Model Data Versus Actual Data on Population Fractions of Current and Former Smokers | 132 |
| Figure 5.17 | Stock Values for Public Opinion over Time (Baseline)..... | 132 |
| Figure 5.18 | Feedback Loops Affecting Public Opinion | 133 |
| Figure 5.19 | Feedback Loops with Change in Feedback Levels | 133 |

| | | |
|-------------|---|-----|
| Figure 5.20 | Effect of Public Opinion on Adult Uptake..... | 134 |
| Figure 5.21 | Effect of Public Opinion on Rate of Smoking Cessation among Adults..... | 135 |
| Figure 5.22 | Causal Loops for Public Opinion and Support of Tobacco Control..... | 136 |
| Figure 5.23 | Effect of Public Support for Tobacco Control on Research Fraction | 136 |
| Figure 5.24 | Causal Map for Research and Public Support for Tobacco Control..... | 137 |
| Figure 5.25 | Effect of Research on Tobacco Use..... | 137 |
| Figure 5.26 | Effects of Translated Research on Public Opinion | 138 |
| Figure 5.27 | Effects of Translated Research on Undecided Public | 138 |
| Figure 5.28 | Percentage of Undecided Public over Time..... | 139 |
| Figure 5.29 | Effect of Research on Population Fraction of Smokers | 139 |
| Figure 5.30 | Effects of Government Intervention on Shift from Support for Tobacco Control to Undecided and from Undecided to Support for Tobacco Use | 140 |
| Figure 5.31 | Effect of Government Intervention on Public Supporters of Tobacco Control | 140 |
| Figure 5A.1 | Tobacco Use Sector | 143 |
| Figure 5A.2 | Tobacco Research and Education Sector..... | 144 |
| Figure 5A.3 | Government Sector..... | 144 |
| Figure 5A.4 | Public Opinion Sector | 145 |
| Figure 6.1 | Contact Networks for Two States with Strong Financial and Political Climates | 173 |
| Figure 6.2 | Contact Networks for Two States with Weak Financial and Political Climates | 173 |
| Figure 6.3 | Role of Informal Interactions in Referral Patterns | 174 |
| Figure 6.4 | Change in Tobacco Control Program Funding for Indiana from 2002 to 2004..... | 175 |
| Figure 6.5 | Change in Perceived Political Support for Tobacco Control from Two Indiana Governors, Governor Frank O’Bannon (2002) and Governor Joseph Kernan (2004)..... | 176 |
| Figure 6.6 | Change in Indiana’s Tobacco Control Contact Network Structure from 2002 to 2004 | 176 |
| Figure 7.1 | Overview of a Knowledge Management and Translation Framework for the Health System | 189 |
| Figure 7.2 | Conceptual Framework for Knowledge Management..... | 190 |
| Figure 7.3 | Conceptual Framework for Knowledge Translation | 192 |
| Figure 7.4 | Integrated Knowledge Management and Translation Strategy Framework.... | 195 |
| Figure 7.5 | 4P-Knowledge Management and Translation Infrastructures Strategy Map... | 199 |
| Figure 7.6 | 4P-Knowledge Management and Translation Strategy Maps: Templates for Knowledge Resources Needed in Tobacco Control..... | 210 |
| Figure 7.7 | Cluster Rating Map for Tobacco Knowledge Base | 212 |
| Figure 7.8 | Pattern Matching to Compare Importance of Cluster Ratings in Demographic Subgroups of Participants..... | 215 |
| Figure 7A.1 | 4P-Knowledge Management and Translation Infrastructures Strategy Map... | 218 |
| Figure 7A.2 | Detailed Knowledge Management and Translation Strategy Map: Template for 4P-KMT and KMT Infrastructures | 219 |

Figure 7A.3 Example of Template for Detailed 4P-Knowledge Management and Translation Strategy Map for Production, Use, and Refinement of Particular Type of Knowledge219

Figure 7B.1 Knowledge Management and Translation Framework in Health 222

Figure 8.1 Trends over Time in Tobacco Control Strategy and Methodology 228

Figure A.1 Evolution of Tobacco Control Approaches toward Systems Thinking 250

Figure B.1 Common Framework for Integrating Systems Approaches..... 266

Figure B.2 Integrated Approach that Benefits Scientists and Practitioners 268

Figure B.3 Tailoring of Integrated Approaches to Specific Applications 269