

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