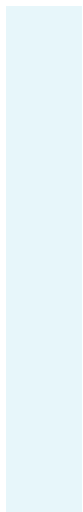


4.14 Feature: 7fa ideal aia ale vide cei fa c e



Evidence-implementation* system	Grounded in an understanding of evidence-related processes, driven by a mix of demand and supply considerations, and focused on cycles of synthesizing evidence, developing recommendations, disseminating them to decision-makers, and evaluating their implementation, evaluating their impacts, and incorporating lessons learned in the cycle (18) Examples of infrastructure: • evidence-synthesis and guideline units • evidence-implementation units to prioritize what to implement, identify barriers and facilitators to implementation, and design strategies that address barriers and leverage facilitators • processes to build evidence into existing workflows (e.g., electronic clinical records, digital decision-support systems, web portals, and quality-improvement initiatives) and share it across them <i>While such infrastructure is most relevant to professionals and citizens, similar types of infrastructure can be tailored to government policymakers and organizational leaders</i>	Enabler	Complement
		Enabled by similar things as above	Complemented by government policy makers and organizational leaders using available levers to support implementation (e.g., adding recommended products and services to a benefits package, and mandating public reporting of an indicator capturing adherence to a recommended action)
Research system	Grounded in an understanding of disciplinary perspectives and research methods, driven by supply-side considerations like curiosity, and focused on conducting research that may or may not aim to contribute to the evidence taken up in the evidence-support and evidence-implementation systems (19) Examples of infrastructure: • university departments and units • processes to reward activities (e.g., peer-reviewed grants and publications), which could be expanded to activities with a greater likelihood of achieving impacts (e.g., engagement with and responsiveness to decision-makers) <i>Such infrastructure is most relevant to researchers</i>	Enabler	Complement
		Enabled by research-related global public goods (e.g., open-science initiatives)	Complemented by government policy makers and organizational leaders using available levers to reward certain activities (e.g., institution-assessment exercises like the UK's Research Excellence Framework)

*We use the term evidence-implementation system to distinguish it from the evidence-support system. Some recent descriptions of what we mean by an evidence-implementation system have called this an evidence ecosystem.(18) We have avoided this term both because it confuses those who are used to the literal meaning of an ecosystem and because it does not capture this system's focus on implementation. If we were to use the term evidence ecosystem, we would likely apply it to a combination of the evidence-support system and the evidence-implementation system.

Building on the first row above, an evidence-support system could ideally have the following features:

- supports decision-making by government policy makers, as well as by organizational leaders, professionals and citizens, with the best evidence and in a way that are:
 - informed by a good understanding of their context including where and how decisions are made, the time constraints under which decisions are made, and the existing system arrangements that determine whether the right products and services get to those who need them and of their capacities, opportunities and motivation to use evidence in decision-making
 - responsive to their decision-related needs, time constraints, and preferences for product and process formats
 - reflective of a commitment to matching the best evidence to the question asked and working through what the evidence means for a given decision (i.e., to contextualizing the evidence), including how this may vary across groups and contexts (i.e., to bringing an equity lens to the evidence and to how it is used)
 - delivered with judgement, humility and empathy and with appropriate attention to identifying and managing conflicts of interest
- enabled in a similar and transparent way to those building government-wide strategic partnerships with evidence intermediaries and producers on the side of government, such as domestic evidence intermediaries and producers of global public goods

