

Exploring organizational level factors that facilitate knowledge translation

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Acknowledgements: Elisabeth Marks

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Knowledge Transfer and Exchange Community of Practice

Introductions



Stacie



Christine

Learning objectives

- Describe capacity building in the context of strengthening organizational capacity for knowledge translation
- Discuss organizational factors that contribute to successful knowledge translation

Outline

- Introduction to Public Health Ontario
- Overview of our work to build and strengthen organizational capacity for KT
- Present and discuss emerging themes and ideas for organizational facilitators of KT

Public Health Ontario

Vision

Internationally-recognized evidence, knowledge and action for a healthier Ontario.

Mission

We enable informed decisions and actions that protect and promote health and contribute to reducing health inequities.

Mandate

We provide scientific and technical advice and support to clients working in government, public health, health care, and related sectors.

Primary Clients



Local public health units



Ministry of Health and
Long-Term Care and
other ministries



Health system providers
and organizations



Ontario's Chief Medical
Officer of Health

PHO



Academic



Research



Private Sector



Not-for-profit



Government agencies

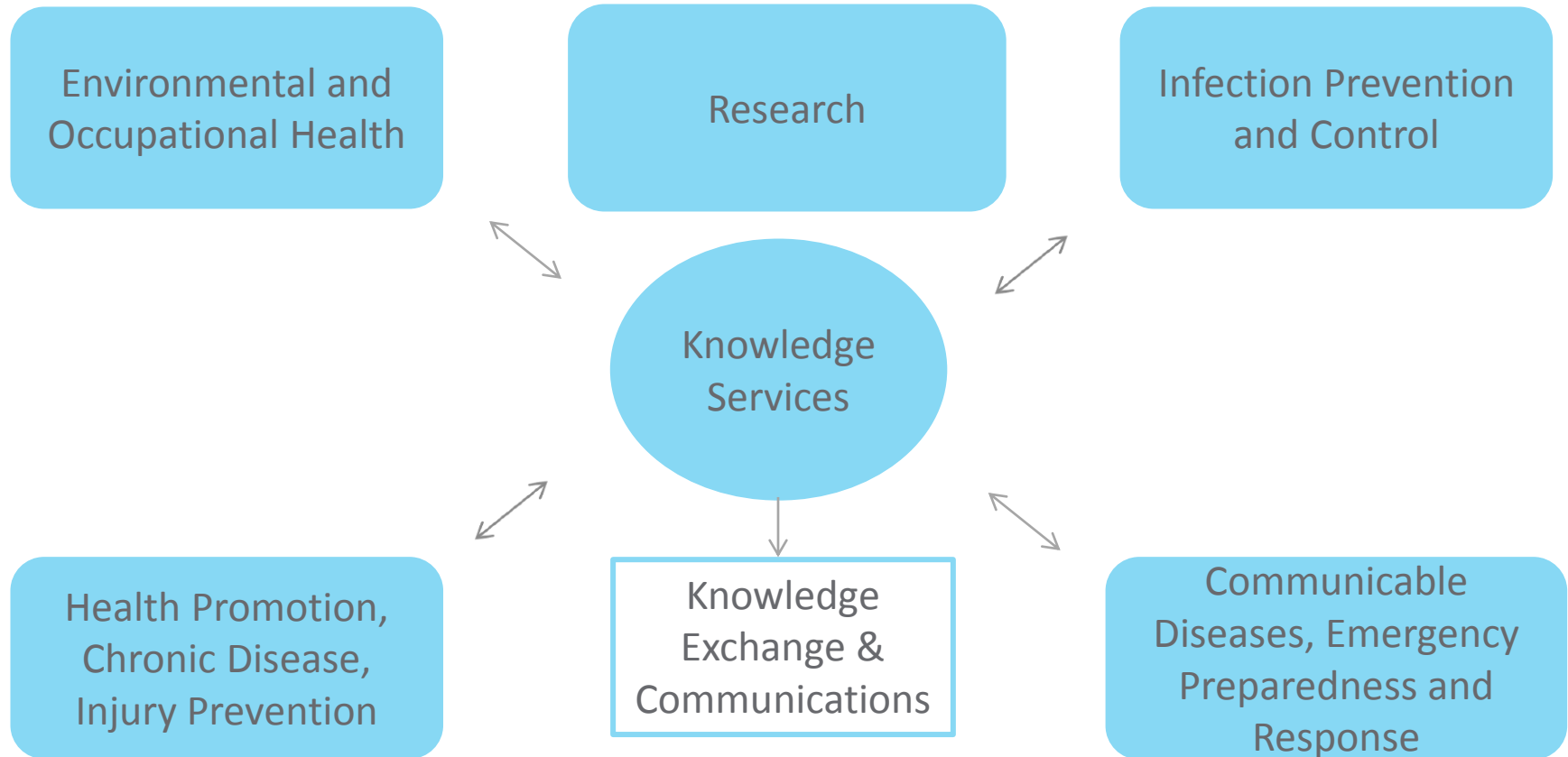


Community-based
organizations

Partners for Health

KE Specialists: internal capacity building

Program Areas



Defining capacity building

- A dynamic and multidimensional process of **organizational change**
- To achieve and sustain change, individuals need an appropriate environment and opportunities in which to use their acquired knowledge and skills in the context of formal and informal organizational systems

(Nu'Man et al., 2007)

Developing a strategy to build capacity for KT

- Began with a **situational assessment**
- Purpose: To gather, analyze and synthesize the information necessary to develop a capacity building strategy for knowledge translation within Public Health Ontario

Guiding questions for the situational assessment

1. What does success look like for KT at Public Health Ontario?
2. How do we build individual and organizational capacity to achieve the anticipated outcomes for KT at Public Health Ontario?
 - a) **What organizational supports (including structures, processes and so on) and individual-level attributes and skills facilitate KT practice?**
 - b) What organizational and individual-level strategies for building organizational and individual-level capacity for KT are relevant and appropriate to Public Health Ontario?

Interviews

- **Who?**

Representatives from organizations with a mandate for KT in Ontario

- **How were organizations identified?**

- KTECOP Member List
- Organizations that serve a similar intermediary function as PHO, in their respective fields

Interview questions

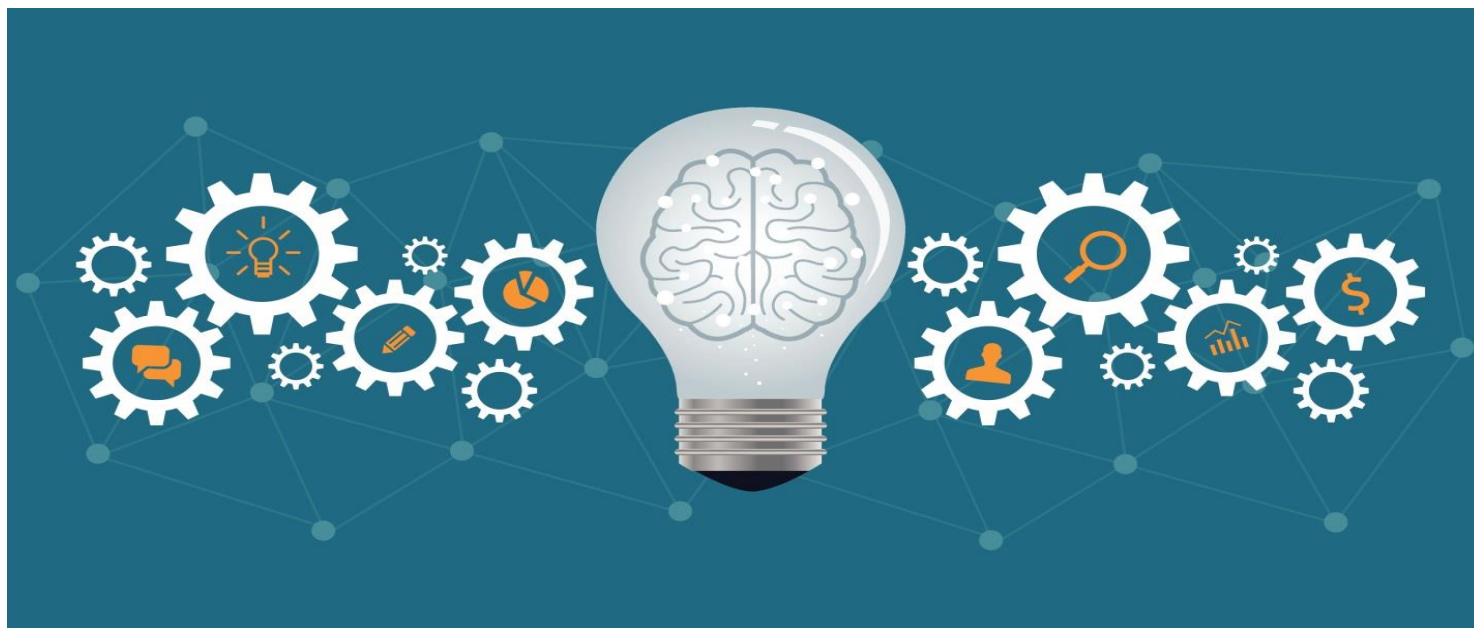
- What organizational factors make you successful at KT?
- How is your KT program or team structured?
- How does KT fit within the organization?
- How is KT integrated into organizational processes?
- What kinds of training are available to support KT at the organization?
- What kinds of information or resources are available to support KT at the organization?

Analysis

Written notes recorded
during interviews

Identified emerging
themes and ideas

Exploratory discussion



Organizational facilitators of KT

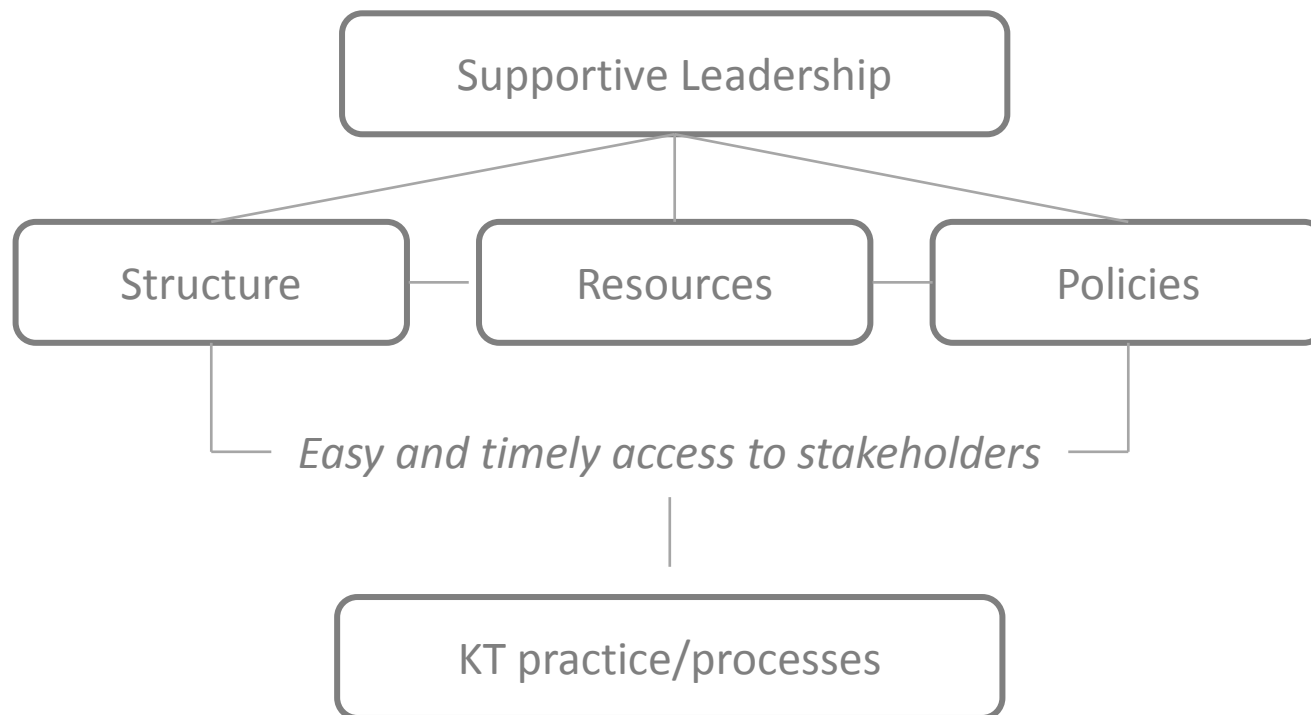
Qualities

Responsive

Nimble

Innovative

Active



Organizational facilitators of KT

Qualities

Responsive

Nimble

Innovative

Active

Distinctive attributes or characteristics that contribute to successful KT work.

- **Responsive:** to stakeholder needs and/or contextual factors in the system/field; demonstrated this by changing structure or processes.
 - “Success is happy stakeholders”
 - “Trained staff... able to respond to stakeholder needs”
 - “Community leads, we support them”

Organizational facilitators of KT

Qualities

Responsive

Nimble

Innovative

Active

Distinctive attributes or characteristics that contribute to successful KT work.

- **Nimble:** the organization attempts to be quick, agile in their work and responsiveness.
 - “Knowledge mobilization is an evolution, the work is always evolving”
 - “Always looking at processes that need to be changed or rejigged”

Organizational facilitators of KT

Qualities

Responsive

Nimble

Innovative

Active

Distinctive attributes or characteristics that contribute to successful KT work.

- **Innovative:** the culture encourages thinking outside the box and continuous learning in order to realize KT goals more effectively/efficiently.
 - “Culture of innovation internally... stay ahead of the curve, continuous improvement”
 - “Culture is one of openness to innovation”

Organizational facilitators of KT

Qualities

Responsive

Nimble

Innovative

Active

Distinctive attributes or characteristics that contribute to successful KT work.

- **Active:** the organization has articulated and demonstrated a shift from passive KT activities to more active KT activities.
 - “Active process, transfer and exchange combined with doing something”
 - “Moving evidence into action, wanted to shift focus from end-of-grant to more integrated”
 - “Covers dissemination and implementation”
 - “Take cues from implementation science”

Which qualities resonate with you (if any)? Which seem important?

Responsive

Nimble

Innovative

Active

All of the above

None of the above

Which qualities (if any) are reflected in your current organization?

Responsive

Nimble

Innovative

Flexible

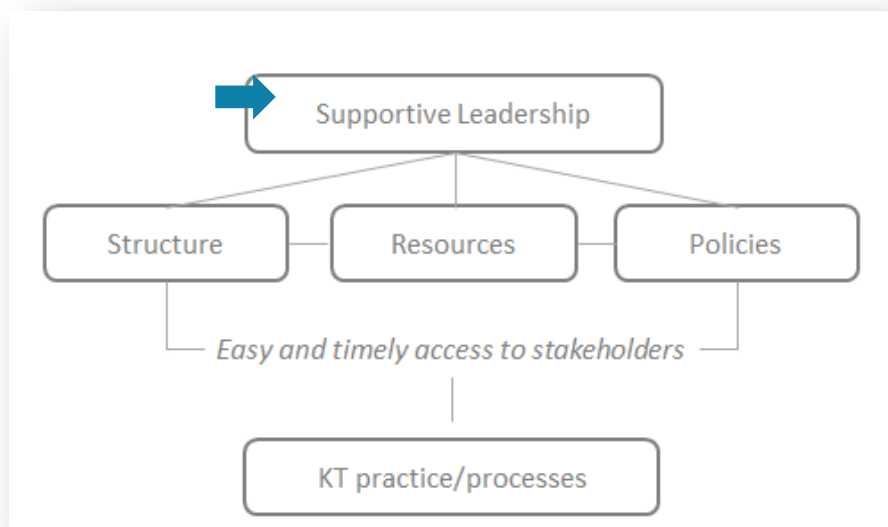
All of the above

None of the above

Organizational facilitators of KT

Supportive leadership : defines or supports the KT vision, supports staff when required.

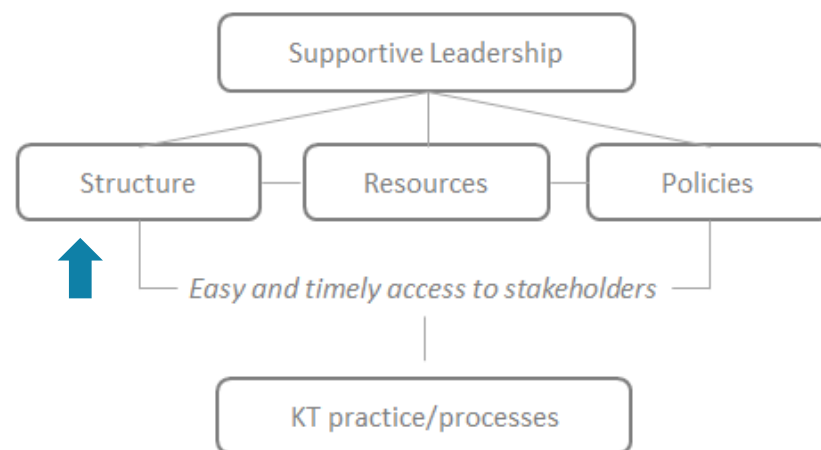
- “Buy in to KT”
- “Able to back us up”
- “Shares the vision, a good understanding”



Organizational facilitators of KT

Structure: where the KT functions are situated in the organization.

- Supported the KT vision
- Willingness to change or adapt to better facilitate KT work
- Supported easy and timely access to stakeholders
- Effective relationship with communications
- *Functional vs. initiative-driven teams

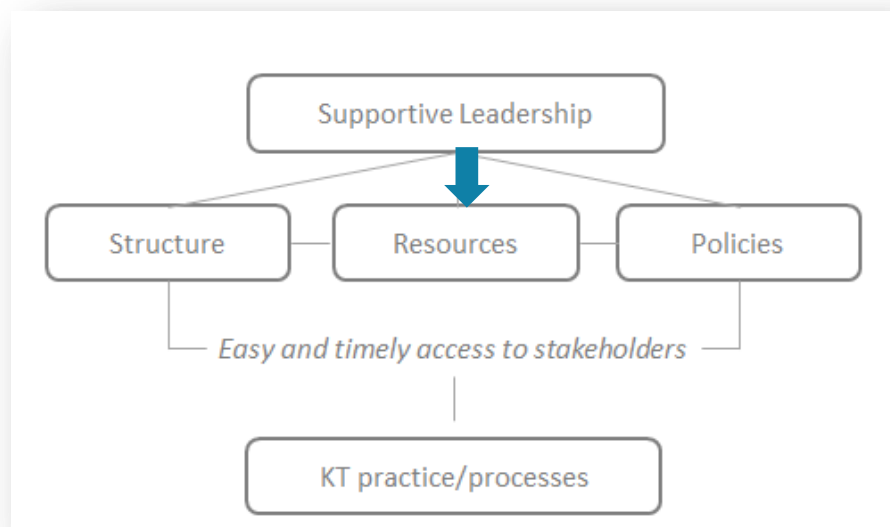


Organizational facilitators of KT

Resources: sufficient and dedicated resources to support KT

Examples:

- Training and professional development for staff
- Financial and staff support for stakeholder engagement, advisory committees, and networks

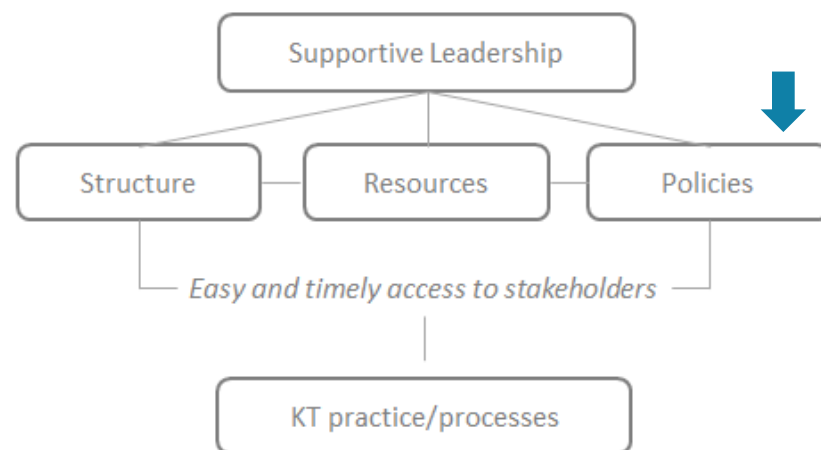


Organizational facilitators of KT

Policies: defined procedure that applies across the organization.

Examples:

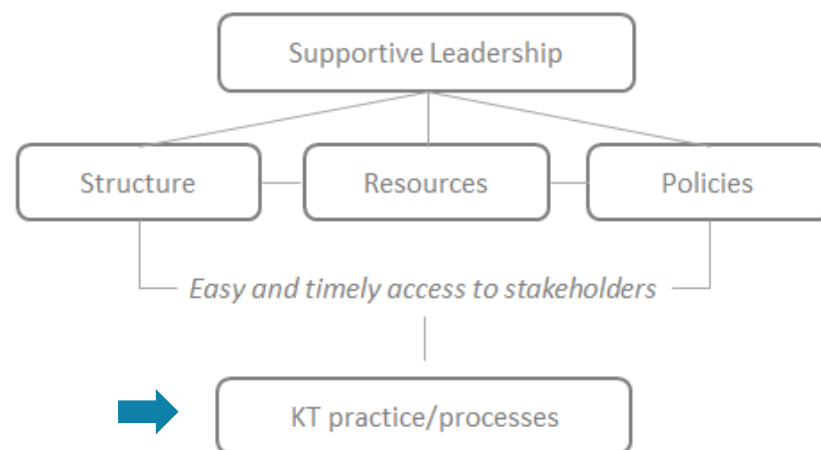
- KT work integrated into performance planning
- KT objectives integrated into organizational reporting and accountability
- Partnership agreements that ensure stakeholder perspectives are considered/ effectively engaged



Organizational facilitators of KT

Practice/processes: way the organization approaches and conducts their KT work.

- Work is responsive to the field/stakeholders
- Stakeholders are actively involved
- KT expertise is integrated into the approach, from the start
- Informed by evidence (dissemination and implementation)



Which facilitators (if any) are reflected in your current organization?

Supportive leadership

Structure (to support KT)

Policies (to facilitate KT)

Resources (sufficient)


Easy and timely access to stakeholders

KT practices/processes


All of the above

None of the above

Questions



Do you have experiences
with organizational
facilitators (or barriers) to
share?



Questions for us, or the
group?

For More Information About This Presentation, Contact:

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Public Health Ontario keeps Ontarians safe and healthy.
Find out more at PublicHealthOntario.ca