Similarities and differences for core KT elements: situating PHO's roles within earlier categorizations.[1]

Core KT element (Barwick 2008, 2013)	Strategic communications	PHO Communications Advisors	PHO Knowledge Exchange Specialists	Knowledge translation professionals
Source of content	Focus is on messages developed internally to meet the organization's strategic plan.	Focus is on *messages* developed from research, evaluation, and knowledge synthesis activities across the organization.	Focus is on *knowledge* from research, evaluation, and knowledge synthesis activities across the organization.	Focus is on knowledge stemming from evidence, where evidence is defined as empirical (but may also include practice experience, and user need or experience).
Type of content	Data, information, knowledge.	Data, information, knowledge.	Data, information, knowledge.	Data, information, knowledge.
Project partners: range of partners/ knowledge users as participants in crafting communication	Consult with target audiences to learn what is needed to craft message and format (market research).	Some consultation with external partners (practitioners).	Significant consultation with external stakeholders (practitioners, decision makers) when relevant.	Encouraged, yes, but not relevant in all cases.
Degree of partner engagement	Partner engagement is often at the front end.	Varies, but most often just prior to or at point of dissemination.	Varies, but aim to engage throughout.	Partner engagement is variable, but encouraged throughout (integrated KT).
Partner roles; what will partners bring to the activity? How will they assist with developing, implementing, or evaluating the KT/comms plan?	Partner sometimes involved beyond message crafting, if at all.	Partners may be involved in crafting messages, determining dissemination approaches, implementing dissemination activities.	Partners may be involved in all steps of developing, implementing, and evaluating the KE plan and activities.	Partners often play a broader, more varied role in developing the KT plan, implementing it, and evaluating it.

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[1] Adapted from Barwick, M et al. (2014). Knowledge Translation and Strategic Communications: Unpacking Differences and Similarities for Scholarly and Research Communications. *Scholarly and Research Communication*, 5(3):0305175, 14pp.

Core KT element (Barwick 2008, 2013)	Strategic communications	PHO Communications Advisors	PHO Knowledge Exchange Specialists	Knowledge translation professionals
KT expertise on the team	Requires a communications specialist.	Requires a communications advisor.	Requires a KE specialist.	May require a range of KT specialists (which can include a communications specialist).
Knowledge users/ target audiences	Identified.	Identified; usually includes general stakeholder/public audience.	Identified; activities may be limited to very specific target audiences.	Identified.
Main messages	Identified, but sources can vary.	Source is based in evidence.	Source is based in evidence.	Identified, but source is based in evidence.
KT goals	Narrower: • generate awareness, interest, practice change (non-clinical, corporate), behaviour change, policy action • impart knowledge in the form of information	Includes objectives related to the *goals for the product/ project* (e.g., generate awareness, interest, practice change (non-clinical, corporate), policy action; imparting knowledge and tools). Also includes objectives related to *business/ operational objectives and accountabilities* (e.g., demonstrate and promote the organization and its expertise/ role, generate interest/ use of services organization provides).	Based primarily on objectives related to *goals for the product/ project* with specific focus on knowledge use and attitudes, practice, and policy change. May include objectives related to knowledge adoption and attitudes/ practice/ policy change in the public health sector *beyond the goals initially specified for the product/ project* (e.g., repurposing knowledge/ tools for other audiences and objectives).	Broader: • generate awareness, interest, practice change, behaviour change, policy action • impart knowledge, tools • inform research, product development/ patent (commercialization)

Core KT element (Barwick 2008, 2013)	Strategic communications	PHO Communications Advisors	PHO Knowledge Exchange Specialists	Knowledge translation professionals
KT strategies (tools of the trade) • Formats • Channels	Limited: • mass media campaign • direct mail • publications • press release • social media (channel) • opinion leaders All formats, All channels	All from SC column plus: • conferences • educational materials • webinars • websites • interactive web-based tools	All from KTP column plus: • interactive web-based tools • publications	Broader: • interactive small group • educational outreach • reminders • IT decision support • multi-prof collaboration • mass media campaign • financial incentive • combined interventions • conferences (didactic) • opinion leaders • champions • educational materials • patient-mediated interview • performance feedback • substitution of tasks • peer reviewed publication • CQI • press release • patent license • arts-based KT • social media • networks • communities of practice • Café Scientifique • webinar • website All formats, All channels

Core KT element (Barwick 2008, 2013)	Strategic communications	PHO Communications Advisors	PHO Knowledge Exchange Specialists	Knowledge translation professionals
KT process	Focus is on PUSH (end-of-project).	Focus is on PUSH (end-of-project).	Focus is on PUSH, PULL, EXCHANGE (end-of-project and integrated).	Focus is on PUSH, PULL, EXCHANGE (end-of-project and integrated).
Impact	Strive for impact, defined as: • return on investment • market share • brand recognition • policy change • public opinion change	Strive for impact, defined as: • return on investment • brand recognition • on policy • on practice • on services/ programs/ care	Strive for impact, defined as: • on policy • on practice • on services/ programs/ care • on health, well-being, etc. • on research	Strive for impact, defined as: • on research • on services/ programs/ care • on policy • on health, well-being, etc.
Evaluation	Evaluate against goals in strategic communications plan.	Evaluation primarily about reach and sometimes usefulness.	Evaluation aligned with KE objectives and impact on knowledge users; may include reach, usefulness, use, partnership/ collaboration, knowledge/ attitudes/ practice/ policy change.	Larger focus on evaluation, aligned with KT goals and impact of research on end users.