How does a Knowledge Broker ‘fit’ in the world of KT?

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Laying The Foundation

• Webinar #1: “Adventures in KT: Travel tips for researchers & trainees”
  – Dr B Holmes & Dr M Steinberg

  “Knowledge Brokers are ‘guides’ for the KT journey”

Definition of ‘guide’: a person who ...
  - leads or directs other people on a journey
  - shows & explains the interesting things in a place
  - helps to direct others’ behavior, life, career, etc

• To provide a perspective on the ‘fit’ of knowledge brokering in knowledge translation based on the literature and lived experience

• To share a new model for knowledge brokering in health care & elicit feedback on the model

• To gauge interest in a KB training prgm for BC
Acknowledgements

• The material for this presentation includes slides/concepts from several valued sources:

  – Practicing Knowledge Translation course; KT Program, Li Ka Shing Knowledge Institute, St. Michael's Hospital, Toronto
  – Dr Linda Li, Professor & Harold Robinson/Arthritis Society Chair, Canada Research Chair in Patient-oriented Knowledge Translation
  – Dr Marla Steinberg, Evaluation Consultant
  – Stephanie Glegg, Evidence Centre Facilitator, Sunny Hill Health Centre for Children; Clinical Investigator/Trainee, Child & Family Research Institute
But first, two questions for you ...
Question #1

Please select which category best describes your current role

- Knowledge broker
- Health care provider
- Health care researcher
- Health care research trainee
- Health care administrator/manager
- Researcher (non-health care sector)
- Research trainee (non-health care sector)
- Administrator/manager (non-health care sector)
- Other (please type in chat box)
Question #2

• Please select your level of familiarity with knowledge brokering?
  - Very familiar
  - Moderately familiar
  - Minimally familiar
  - Not at all familiar
PART 1: Some context ...

WHAT IS KT AND WHY IS KT IMPORTANT?
What is ‘KT’ & Why is it important?

- Refer to Webinar #1
  - Many terms “Term Turmoil”
  - It depends where are (Canada, US etc)
  - My view: ‘KT’ is the entire continuum
    - Knowledge creation, synthesis, ‘translation’ into another form/resource/tool, dissemination, implementation, evaluation

- “The magnitude of mean effect sizes are at least 2-3X times higher when programs are carefully implemented & free from serious implementation problems”
  
  *(Durlak & Dupre 2008 p. 340)*
Let it happen → Help it happen → Make it happen
"I think you should be more explicit here in step two."

KT
Knowledge Translation Program
Implementation
Effective intervention \times Effective Implementation \times Enabling Context = Better Health Outcomes

Source: http://nirn.fpg.unc.edu/learn-implementation/implementation-defined
PART 2: The ‘fit’ of the KB in KT

WHAT IS A KB? WHAT DOES A KB DO?
What is a Knowledge Broker?
What is a Knowledge Broker?

• Intermediary
• Bridge
• Boundary spanner
• Catalyst
• Facilitator
• Translator

• The human force that makes knowledge transfer (the movement of knowledge from one place or group of people to another) more effective and is distinct in aiming to bring people together for mutual advantage
  • CHSRF 2003
Characteristics of a successful Knowledge Broker

• knowledge, skills and **credibility** in all worlds
• extensive **network** of key stakeholders
• ability to **facilitate** reciprocal understanding
• ability to **discern** potential new linkages

Meagher L & Lyall C, 2013; Sebba J 2013
https://kmbresearcher.wordpress.com/2016/10/10/being-a-knowledge-mobiliser-nature-or-nurture/

Dr Vicky Ward
Who is a knowledge broker?

• The title/role/activities are variable

• Other common titles:
  – Knowledge Specialist / Consultant
  – Knowledge Exchange Specialist/ Consultant
  – Knowledge Translation Specialist /Consultant
  – Knowledge Mobilization Specialist / Consultant

• Many individuals function like knowledge brokers but do not possess this or a similar title
  – ‘Facilitators’: Opinion leaders, academic detailers, knowledge brokers, boundary spanners, knowledge managers, project managers, change champions (Kitson & Harvey, 2016)
What does a Knowledge Broker do?

• More than moving knowledge -> transforming knowledge

"Brokered knowledge is knowledge made more robust, more accountable, more usable; knowledge that 'serves locally' at a given time; knowledge that has been de- and reassembled"

• Real value = creating relationships

Meyer M 2010
Expanding our understanding of K*.

A concept paper emerging from the K* conference held in Hamilton, Ontario, Canada, April 2012

The K* spectrum. Adapted from Fisher (2012) and reproduced in Harvey et al. (2012). This K* concept paper and the Harvey et al. (2012)
What does a Knowledge Broker do?

(1) make evidence more accessible and tailored  
   *knowledge management*

(2) facilitate mutual learning  
   *linkage and exchange*

(3) develop skills and capacity for evidence-informed practice  
   *capacity building*

Robeson et al, 2008; Chew et al, 2013
Figure 5: Knowledge Brokering. Exploring the process of translating knowledge into practice. Ward et al, 2010
BC Physical Therapy KB

Established May 2009; 0.5 FTE

The University

Professional Association

Research & Practice

Research & Practice

The University

Professional Association

Research & Practice

Research & Practice

The University

Professional Association

Research & Practice

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Research Associate: Center for Health Evaluation & Outcome Science, Providence Health Care
What I do

• Shepherd KT component of grant applications
• Identify & bring together stakeholders
• Facilitate knowledge co-creation
• Facilitate knowledge synthesis
• Facilitate co-generation of ‘translated’ tools/resources
• Facilitate targeted dissemination
• Facilitate identification of barriers / facilitators to implementation
• Facilitate selection & tailoring of targeted implementation strategies
• Facilitate evaluation of implementation
• Facilitate development & institution of plans for sustainability
What I do

• Leverage or establish connections
• Assess context (internal/external): needs, readiness for change, resources etc.
• Facilitate & enact KT science informed KT plans (including sustainability)
• Assist in developing KT & KB capacity in BC

http://physicaltherapy.med.ubc.ca/physical-therapy-knowledge-broker/
# Science vs Practice

<table>
<thead>
<tr>
<th><strong>KT Implementation Practice</strong></th>
<th><strong>KT Implementation Science</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• The <strong>use of strategies</strong> to adopt &amp; integrate EB interventions &amp; change practice within <strong>specific settings</strong></td>
<td>• <strong>Scientific study</strong> of methods to promote uptake of research in clinical, organizational, or policy contexts</td>
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Modified from:
There is no ‘formula’ for the KB role

- Part of an existing role vs ‘isolated’ role
- Part time vs full time
- Temporary contract vs permanent position
- Project specific vs role specific
## KT Approaches

<table>
<thead>
<tr>
<th></th>
<th>Push</th>
<th>Pull</th>
<th>Linkage &amp; Exchange</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Drivers</strong></td>
<td>Researchers</td>
<td>Users</td>
<td>Both</td>
</tr>
<tr>
<td><strong>Intent</strong></td>
<td>Dissemination</td>
<td>Address an information gap</td>
<td>Partnership to ask &amp; answer locally relevant question</td>
</tr>
<tr>
<td></td>
<td>![Push Symbol]</td>
<td>![Pull Symbol]</td>
<td>![Linkage Symbol]</td>
</tr>
<tr>
<td><strong>Target</strong></td>
<td>Awareness</td>
<td>Awareness</td>
<td>Attitude Behavior</td>
</tr>
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<td></td>
<td>![Diffusion Symbol]</td>
<td>![Implementation Symbol]</td>
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Based on Lavis et al. 2003
What kind of knowledge is ready to be “transferred”? 

- Actionable Messages  
  - Practice guidelines  
  - Systematic reviews / Meta-analyses  
  - Clinical studies  
  - Theories, basic science research

Slide courtesy of Dr. Linda Li
Sample of KT ‘Tools’ That I Use

- Knowledge to Action Cycle
- Readiness for change: Ready, Set, Change!
- COM-B Model / Behaviour Change Wheel
- Interactive Systems Framework
- Theoretical Domains Framework
- Consolidated Framework for Implementation Research
- Logic models
- Plan-Do-Study-Act cycles
- NHS Sustainability Model
- Program Sustainability Assessment Tool
- Rx for Change database
- And many more ........
Sample of KT ‘Tools’ That I Use

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• And many more ......

Preferable to the “ISLAGIATT” approach
PART 3: Sharing a new model – your thoughts?

THE ROLE MODEL FOR KNOWLEDGE BROKERING IN HEALTH CARE
Role Domains of Knowledge Brokering: A Model for the Health Care Setting

Stephanie M. Glegg, MSc, BSc(OT), and Alison Hoens, MSc, BSc(PT)

http://doi.org/10.1097/NPT.00000000000000122

JNPT 2016;40: 115–123
<table>
<thead>
<tr>
<th>Type of KT model</th>
<th>KTA Process</th>
<th>PARiHS Framework</th>
<th>Fernandez and Gould Model</th>
<th>Diffusion of Innovation Theory</th>
<th>K* Spectrum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representation of the proposed role domains</td>
<td><strong>Information manager</strong></td>
<td>Process model</td>
<td>Determinants model</td>
<td>Determinants model</td>
<td>Classic theory from another field</td>
</tr>
<tr>
<td>Role carried out during “knowledge synthesis,” “knowledge tools/product creation,” and “adapt knowledge to local context” steps</td>
<td>Not addressed explicitly</td>
<td>Not addressed explicitly</td>
<td>Role carried out by “gatekeeper” KBs; information and resource exchange is enabled through links created by KBs</td>
<td>Role carried out by knowledge users themselves, as autonomous decision makers</td>
<td>Role carried out by “information intermediary” to enable access to information; and by “knowledge intermediary/translator” to assist in making sense of and applying knowledge</td>
</tr>
<tr>
<td><strong>Linking agent</strong></td>
<td>Not addressed explicitly</td>
<td>Not addressed explicitly</td>
<td>Role carried out in bridging otherwise unconnected organizations</td>
<td>Role carried out by existing social structures (e.g., connections to trusted early adopters with greater peer influence), which allow for the diffusion of innovations</td>
<td>Role carried out by “knowledge broker” to improve relationships between stakeholders, to enable communication and to foster knowledge co-creation</td>
</tr>
<tr>
<td><strong>Capacity builder</strong></td>
<td>Not addressed explicitly</td>
<td>Not addressed explicitly</td>
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The role domains of knowledge brokering: A model for the healthcare setting

Stephanie MN Glegg
Alison Hoens

Video abstract: https://youtu.be/udp8JNu_tl4
What do you think about the Role Model for Knowledge Brokering

We invite your feedback

1. Does this help you understand the different roles that a KB can undertake?

2. Are there any roles that are not captured in this model?

3. Comments – send to Alison.hoens@ubc.ca
PART 4: Training of Knowledge Brokers

THE NEED FOR KB TRAINING
Training of KBs

• Multiple options for KT training
• But, no formal training for knowledge brokering
• More KB positions are being created but what are the criteria for selection of candidates?
Training of KBs

- We are considering offering a KB training course in BC
- Your answers to the following polling questions can inform its development

TELL US WHAT YOU THINK...
Questions to inform development of a KB Training Course

• Would you be interested in attending a KB training course?
  - Yes
  - No

• If yes, would you prefer to do so
  - Online
  - In person
  - Combination of online and in person
  - Other (please type in chat box)

• If yes, would you be willing to attend
  - Once a week for several weeks
  - Once a month for several months
  - Daily for several consecutive days
Wrapping it up

• There isn’t a formula
• But, there are critical elements & multiple resources
• There is ample room to shape the role & the activities

“If we keep doing what we are doing, we will keep getting what we are getting.” Anonymous
You have to start somewhere ...
A sample of KT / KB resources & training

- KT Connects webinar series
- MPH KT courses: UBC & SFU
- Sick Kids KT Training; KT Program; Li Ka Shing Knowledge Institute, St. Michael's Hospital
- Knowledge Mobilization Works
- National Collaborating Centre of Public Health
- Knowledge Mobilization Forum
- Global implementation Conference
- KT Canada
- CHNET-Works!
- Research Impact
- National Implementation Research Network
- National Collaborating Centre for Methods & Tools
- Centre on Knowledge Translation for Disability & Rehabilitation Research
- NCI’s Implementation Science
- SPOR SUPPORT Units: BC & Alberta
A sample of KT / KB Twitter Links

- @KTCanada
- @BCKTCoP
- @Kmbeing
- @Arthritis_UBC
- @trishgreenhalgh
- @evidencepolicy
- @implscience
- @CHSPR
- @BlaseKaren
- @peterlevesque
- @impleScientist
- @KMbW_updates
- @LLi_1
- @researchimpact
- @VLWard
- @msfhr
- @MelanieBarwick
- @kbforum
- @fastrackimpact
- @implementSci
- @paularobeson
- @jschippke
- @mobilemobilizer
- @KIPLNetwork
- @researchimpact
- @PhysioKTBroker
KT Communities of Practice

• Canadian Knowledge Transfer & Exchange CoP

• BC KT CoP

• PHC KT CoP: contact Aggie Black
  – [ablack@providencehealth.bc.ca](mailto:ablack@providencehealth.bc.ca)

  (1) KT Concepts
  (2) Brag & Steal
  (3) Share & Solve
Thank you

• MSFHR & Arthritis Research Canada
  – Dr Bev Holmes, Gayle Scarrow, Jessica Collins
  – Dr Linda Li, Jenny Leese

• Participants

• The >350 people with whom I have the pleasure of working
Your questions / concerns / thoughts

Alison.hoens@ubc.ca
@PhysioKTBroker