Fostering an Organization Culture of Knowledge Exchange - Insights into the Journey for Beginners

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Friday, January 31, 2020
FOSTERING AN ORGANIZATIONAL CULTURE OF KNOWLEDGE EXCHANGE

Insights into the Journey

Karine Souffez, Associate Director, Knowledge Exchange
LEARNING OBJECTIVES

At the end of this webinar, participants will be able to:

• Identify strategies and steps towards building a knowledge exchange (Kx) organizational culture

• Reflect on drivers and barriers to Kx

• Access Kx organizational frameworks and initiatives
UBC KNOWLEDGE EXCHANGE UNIT

• Created in November 2018
• Office of the Vice-President Research & Innovation
• Part of Innovation UBC

Innovation UBC

UBC research & scholarship

Commercialization
Entrepreneurship
Innovation Partnerships
Knowledge Exchange

Impacts
Economic
Social
Political
Environmental
Cultural
Strategy 9 - Knowledge Exchange

Improve the ecosystem that supports the translation of research into action
PROPOSED VISION AND MISSION

VISION
The UBC Knowledge Exchange Unit is UBC’s hub for mobilizing research into policy, practice, culture and public dialogue for the benefit of communities in BC, Canada, and around the world.

MISSION
The UBC Knowledge Exchange Unit fosters a supportive culture of Kx and builds capacity to help researchers establish meaningful collaborations and drive evidence-informed change within communities, government agencies, and non-profit organizations.
WHAT DO WE MEAN BY KNOWLEDGE EXCHANGE?
IDENTIFY STRATEGIES AND STEPS TOWARDS BUILDING A KX CULTURE
THE STEPS TOWARDS FOSTERING A KX CULTURE AT UBC

1-Understand the context, opportunities and barriers
Quayle, Bravo, MacLennan’s reports (2017, 2018)

Need for:
- Resources and tools
- Capacity development activities
- Incentives and recognition
- One stop shop of services
- A convening place
- Knowledge brokers
- Liaison with other UBC units
- Kx research or scholarship
- Innovative ways of socializing the importance of Kx
- Metric frameworks for research impact
THE STEPS

2- Mobilize Kx stakeholders at UBC
    - Kx Advisory Committee (24 faculty, staff, students)

3- Identify priorities
    - Kx Strategy 2019-2022

Observation
Starting points to identify priorities
• Focus on enablers and barriers to change
• Link priorities to a theory of behavior change
## ENABLERS AND BARRIERS

<table>
<thead>
<tr>
<th>Capability</th>
<th>Motivation</th>
<th>Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Knowledge and skills</strong></td>
<td><strong>Attitudes and aspirations</strong></td>
<td><strong>Support and incentives</strong></td>
</tr>
<tr>
<td>Enablers</td>
<td>Benefits to research</td>
<td>Funding agencies requirements</td>
</tr>
<tr>
<td>Growing number of resources (e.g. workshops)</td>
<td>Sense of responsibility to contribute and give back to society</td>
<td>Institutional grants (e.g. CUES)</td>
</tr>
<tr>
<td>Scholars with Kx expertise and experience</td>
<td>Lack of understanding</td>
<td>Time constraints</td>
</tr>
<tr>
<td>Lack of a coordinating unit</td>
<td>Specialization of Kx</td>
<td>Competing demands</td>
</tr>
<tr>
<td>Lack of support (in kind, financial)</td>
<td>Lack of training</td>
<td>Lack of recognition of Kx efforts</td>
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<tr>
<td>Gap between Kx partnership needs and institutional policies</td>
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OBJECTIVES 2019-2022

Increase awareness and competency in Kx principles and practices

Expand the scope of support through the coordination of Kx-related services

Strengthen engagement between academic and non-academic partners

Increase public awareness of the societal impact of UBC research
Increase awareness and competency in Kx principles and practices

1. Barriers
   - Training
   - Events & Kx showcase sessions
   - Resources
   - Mentorship program
   - Community of practice

Capability
Expand the scope of support through the coordination of Kx-related services

Barriers
Opportunity

Environmental Scan
Mechanisms of collaboration
Kx Advisory Committee
Kx external networks
SOME UBC GROUPS PROVIDING KX-RELATED SUPPORT

*SEE APPENDIX FOR ACRONYMS
3. Strengthen engagement between academic and non-academic partners

- Support for research partnerships
- Training modules on research partnerships
- Assistance for Kx plans
- Contribution to institutional initiatives

Barriers: Capability, Motivation, Opportunity
Increase public awareness of the societal impact of UBC research

Barriers

Motivation

Working group on metrics

Impact narratives
USEFUL IN THE JOURNEY SO FAR

- Small steps
- Modulated approach
- Connectivity
- Communication
- Champions
Are there ideas among the ones presented that would be useful to you?
LESSONS LEARNED IN NON-UBC CONTEXTS
LESSONS LEARNED IN NON-UBC CONTEXTS

What worked?
- Supportive leadership
- Strategic plan commitment
- Early adopter approach and pilot projects
- Integration of Kx considerations in institutional processes
- Training

What didn’t?
- Develop a common language around Kx
- Delineate clear boundaries between Kx and other functions
- Get everyone on board
SUSTAINING CULTURAL CHANGES IN ORGANIZATIONS

Principles
Align vision and action
Make incremental change
Foster distributed leadership
Promote staff engagement
Create collaborative interpersonal relationships
Continually assess and learn from cultural change.

Strategies
Identify existing commitments and connections
Understand management
Practice and pilot change
Capitalize on existing momentum
Think about what needs to be changed

Source: McMaster Health Forum, 2017
REFLECT ON ENABLERS AND BARRIERS TO CHANGE IN YOUR ORGANIZATION
## COMMON BARRIERS TO KX IN ACADEMIC LITERATURE

<table>
<thead>
<tr>
<th>Researchers</th>
<th>Policy-makers</th>
<th>Service providers</th>
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</thead>
<tbody>
<tr>
<td>Lack of reward and recognition systems</td>
<td>Short timeline for decision-making and research use</td>
<td>Instability of funding complicates long-term relationships</td>
</tr>
<tr>
<td>Time constraints</td>
<td>Evolving priorities</td>
<td>Lack of infrastructure to participate in or use research</td>
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<tr>
<td>Lack of training</td>
<td>Information overload – multiple sources of info to consider</td>
<td>Difficulty to identify research questions due to competing priorities</td>
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<td>Limited opportunities to connect with end users</td>
<td>Difficulty to access researchers</td>
<td>Difficulty to apply findings when in contradiction with experience</td>
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<tr>
<td>Fears of misuse of research</td>
<td>Need for immediate results</td>
<td>Little power to modify practices within the org</td>
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Source: Sun & Feng, 2010
DIAGNOSING YOUR INSTITUTIONAL ‘IMPACT HEALTH’

5Cs
Commitment
Connectivity
Clarity
Competencies
Co-production
ACCESS RESOURCES ABOUT KX ORGANIZATIONAL FRAMEWORKS
EXAMPLES OF KX ORGANIZATIONAL STRATEGIES

BC Ministry of Health, Research and Knowledge Management Strategy, 2018

CAHSS, Strategy for Research and Knowledge Exchange 2016 to 2021

Cochrane Knowledge Translation Strategy, 2017

La Trobe, Research Impact Strategy, 2019

Phipps, A Report Detailing the Development of a University-Based Knowledge Mobilization Unit that Enhances Research Outreach and Engagement, 2011
CONTACT INFORMATION

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ACRONYMS

CE Office: Community Engagement Office
CCEL: Centre for Community Engaged Learning
CTLT: Centre for Teaching, Learning and Technology
e@UBC: entrepreneurship@ubc
ICER: Institute for Community Engaged Research
IRSI: Indigenous Research Support Initiative
KmB Studio: Knowledge Mobilization Studio
ORS: Office of Research Services
PSI: Public Scholars Initiative
SPARC: Support Programs to Advance Research Capacity
UILO: University-Industry Liaison Office
VPRI Coms: Vice-President Research and Innovation Communications
Questions?
Your feedback is important to us

- Please take a few moments to share your thoughts on today’s webinar. Your comments and suggestions help to improve the resources we offer and to plan future webinars.

- A survey will be launched after the webinar ends and emailed shortly after the webinar.
More resources

- For more information on KT and to explore our resources, visit www.msfhr.org/our-work/activities/knowledge-translation
- Archived webinar recordings: www.msfhr.org/ktconnects

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Join us for our next webinar

Shining a light on implementation to scale-up continuum: How does it apply to health promoting innovations?

Dr. Heather McKay
Professor
Faculty of Medicine, University of British Columbia

Friday, February 28 at 1 pm