

# 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

<http://www.merriam-webster.com/dictionary/guide>



- 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

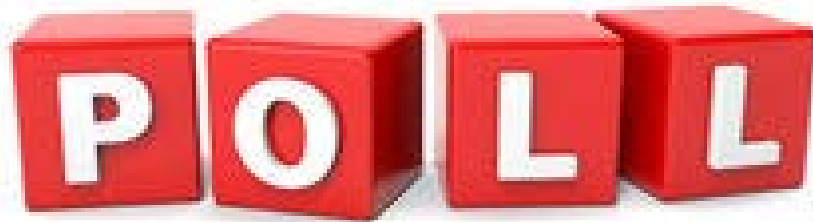
Thank  
You!



# 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 ...



POLL

# 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?**

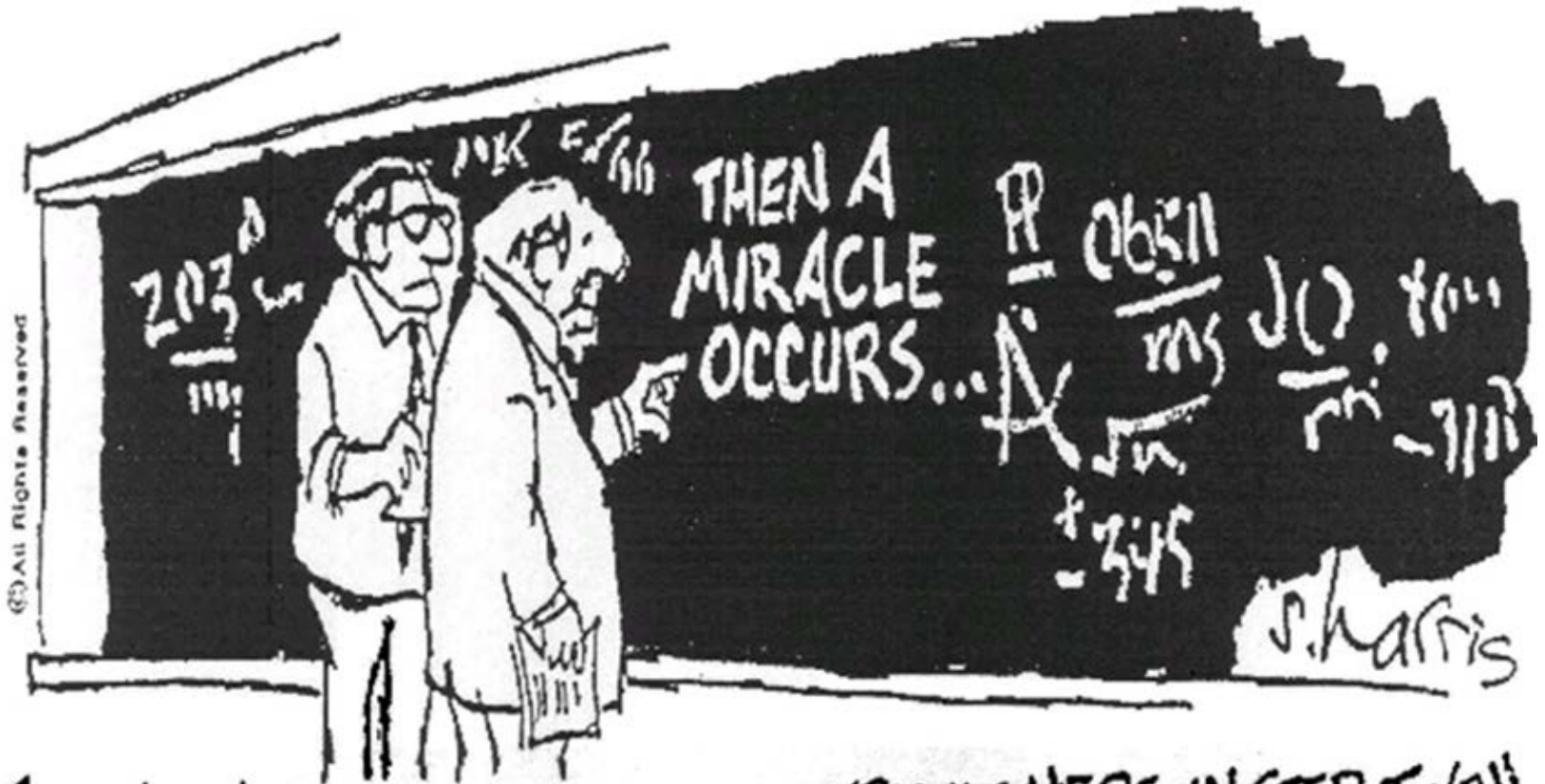


# What is 'KT' & Why is it important?

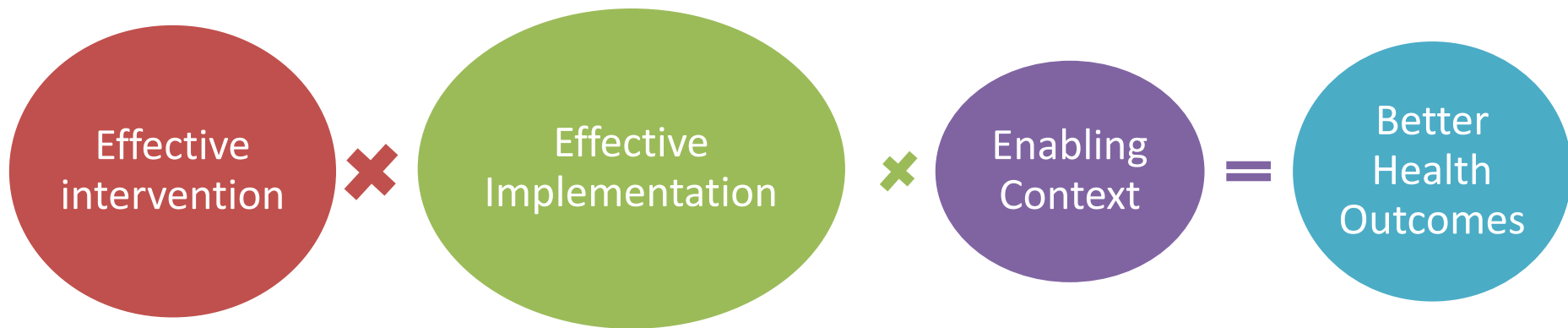
- Refer to Webinar #1
  - Many terms “Term Turmoil”
  - It depends where are (Canada, US etc)
  - My view: ‘KT’ is the entire continuum
    - Knowledge creation, synthesis, ‘translation’ into another form/resource/tool, dissemination, implementation, evaluation
  - *“The magnitude of mean effect sizes are at least 2-3X times higher when programs are carefully implemented & free from serious implementation problems”*

(Durlak & Dupre 2008 p. 340)





"I THINK YOU SHOULD BE MORE EXPLICIT HERE IN STEP TWO."



Source: <http://nirn.fpg.unc.edu/learn-implementation/implementation-defined>

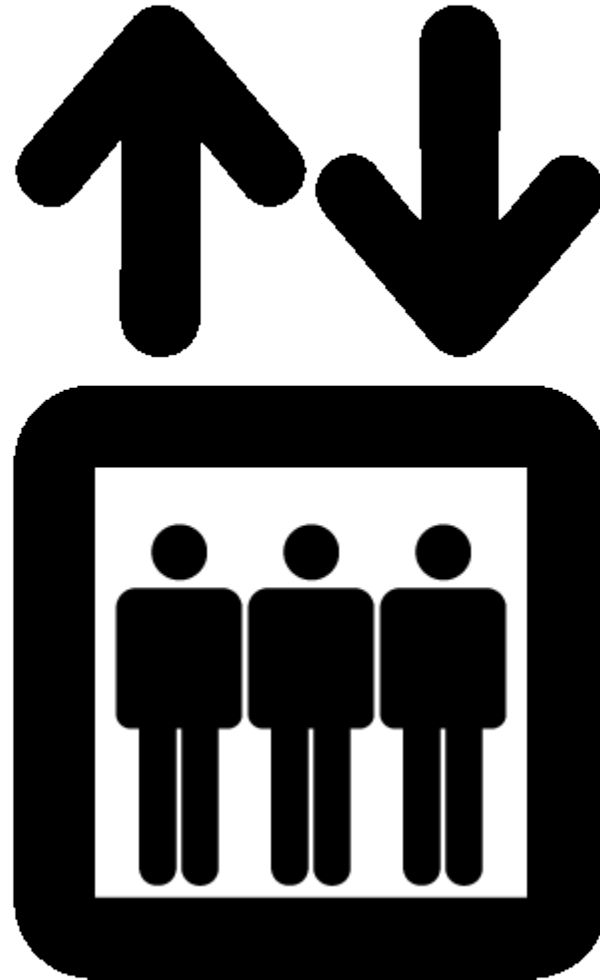




## **PART 2: The 'fit' of the KB in KT**

**WHAT IS A KB? WHAT DOES A KB DO?**

# What is a Knowledge Broker?



# What is a Knowledge Broker?

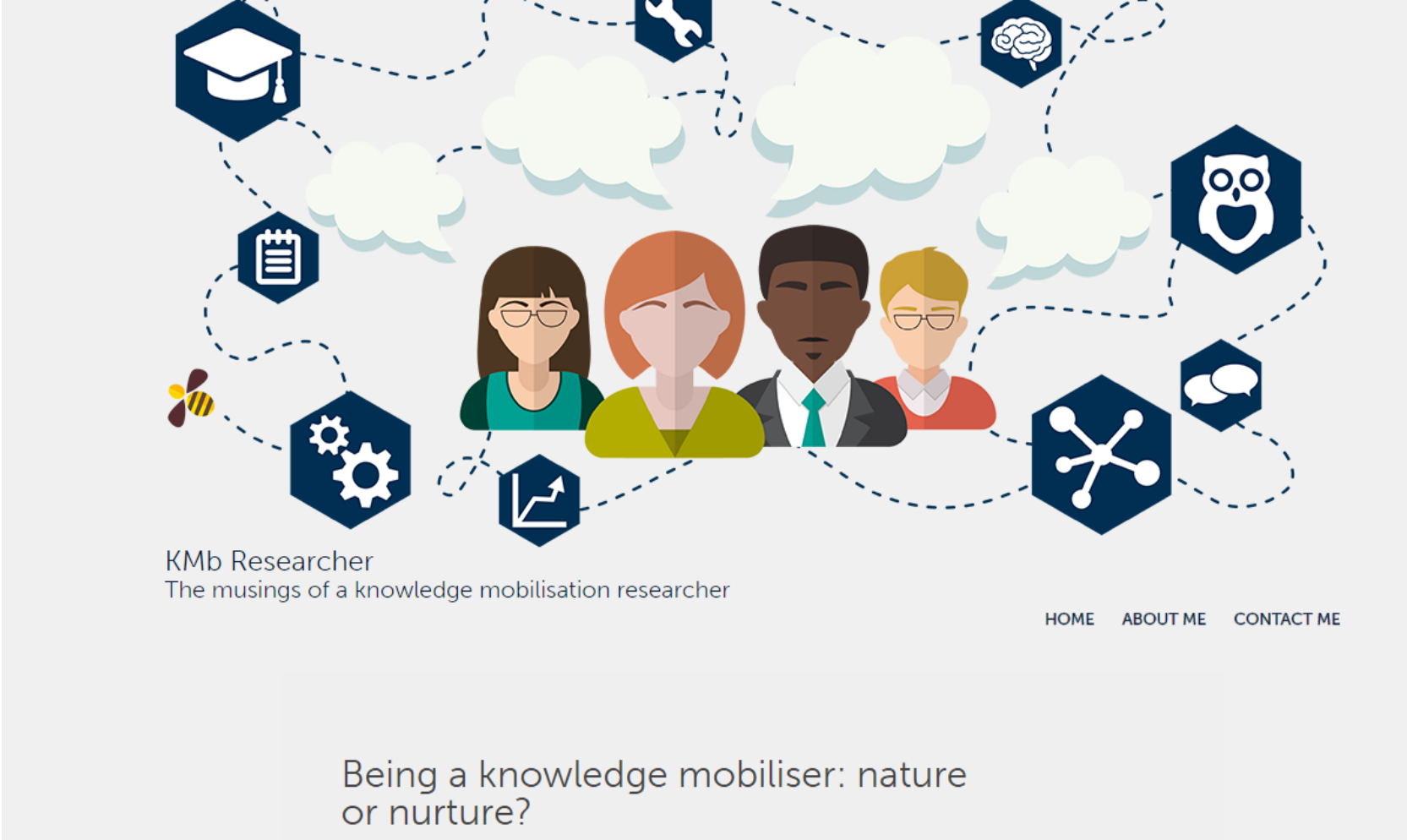
- Intermediary
- Bridge
- Boundary spanner
- Catalyst
- Facilitator
- Translator
  
- The human force that makes knowledge transfer (*the movement of knowledge from one place or group of people to another*) more effective and is distinct in aiming to bring people together for mutual advantage
  - CHSRF 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





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)

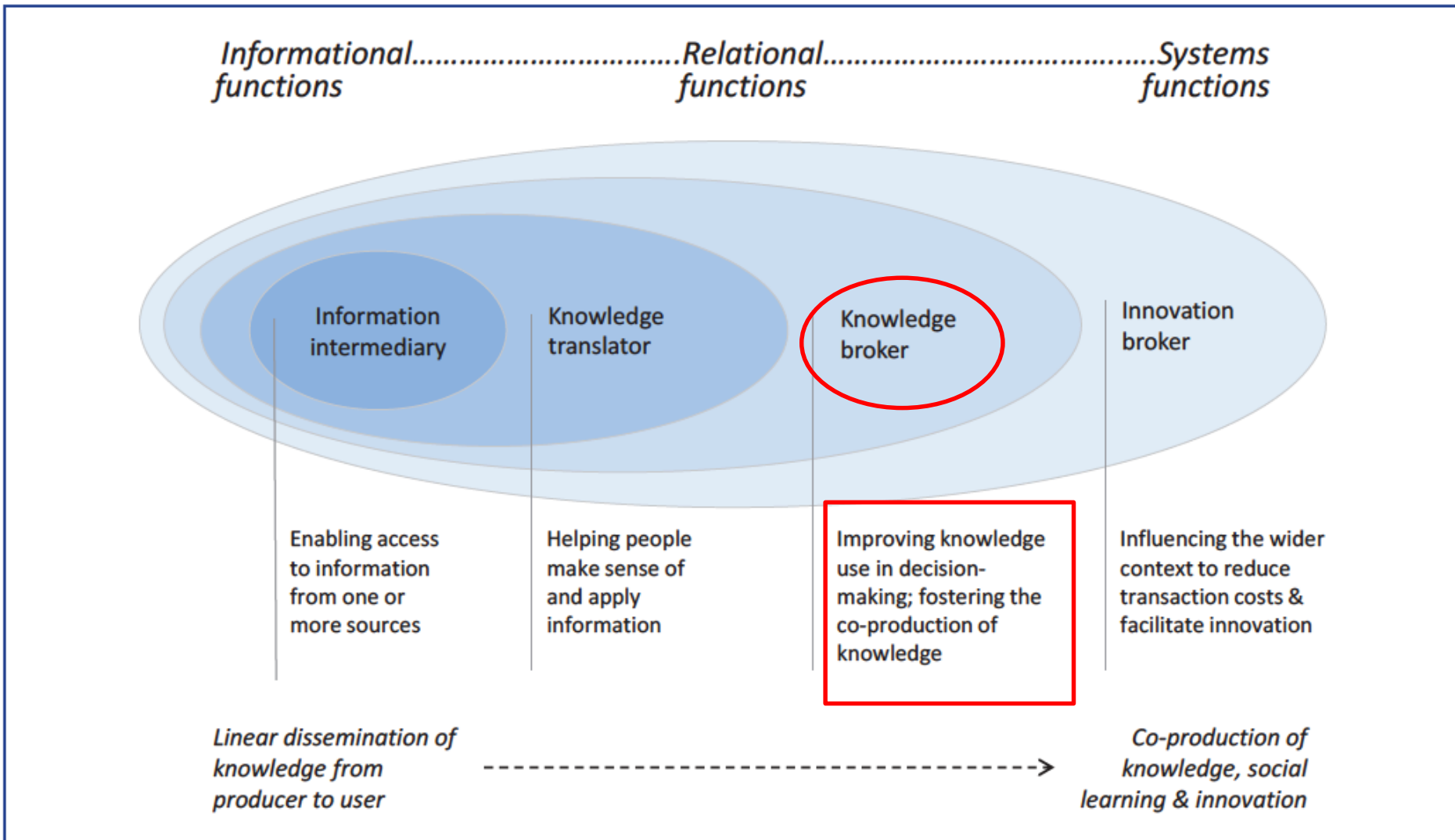
# What does a Knowledge Broker do?

- 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



The K\* spectrum. Adapted from Fisher (2012) and reproduced in Harvey et al. (2012). This K\* concept paper and the Harvey et al. (2012)

Expanding our understanding of K\*. **A concept paper emerging from the K\* conference held in Hamilton, Ontario, Canada, April 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

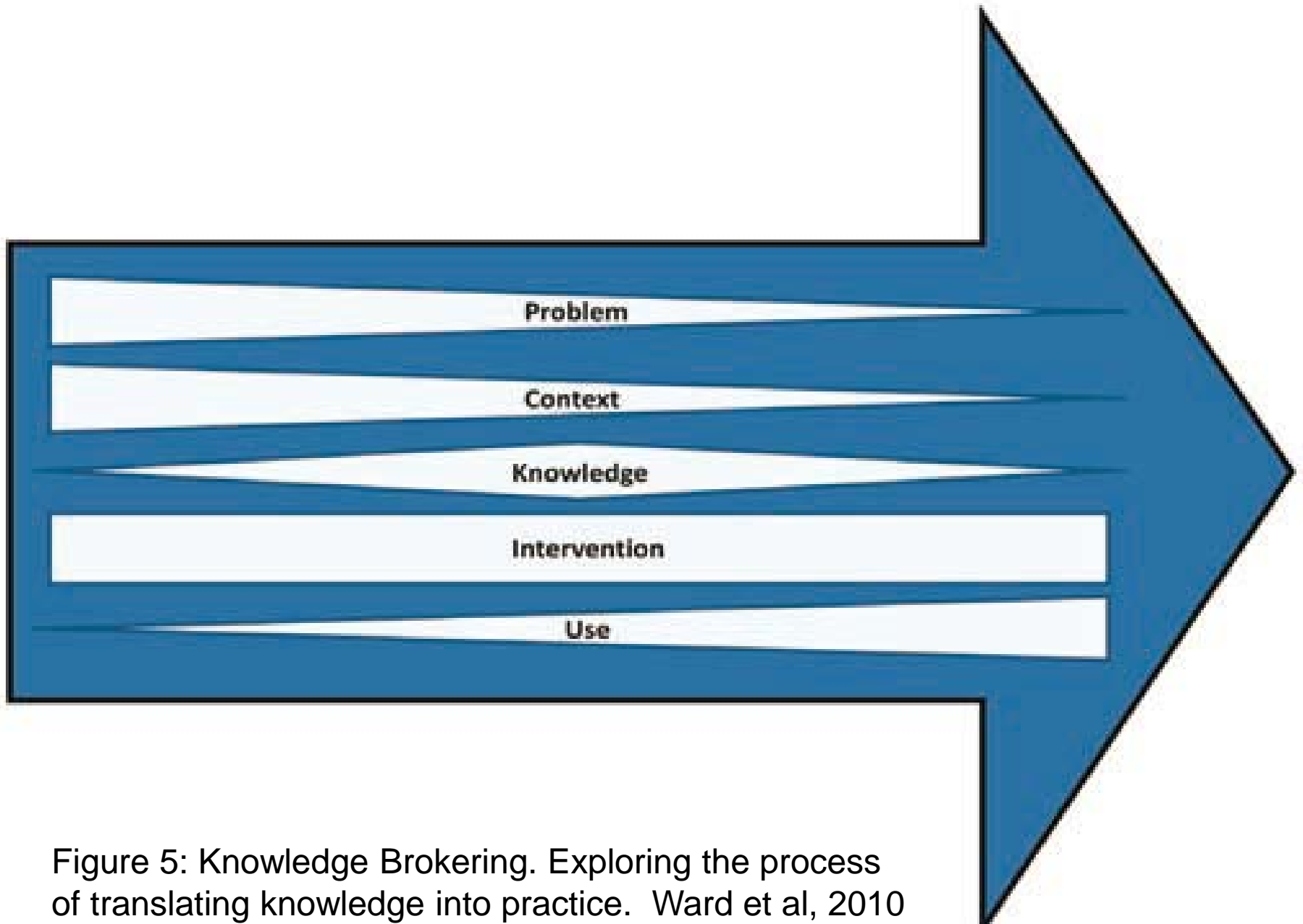


Figure 5: Knowledge Brokering. Exploring the process of translating knowledge into practice. Ward et al, 2010

# BC Physical Therapy KB

Established May 2009; 0.5 FTE



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

Physical therapy  
& beyond ....



# 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



# Science vs Practice

## ***KT Implementation Practice***

- The use of strategies to adopt & integrate EB interventions & change practice within specific settings



## ***KT Implementation Science***

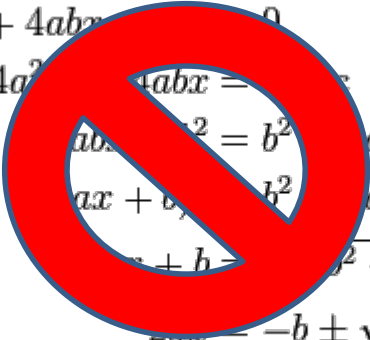
- **Scientific study** of methods to promote uptake of research in clinical, organizational, or policy contexts



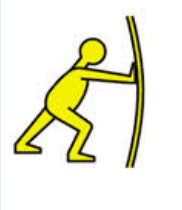
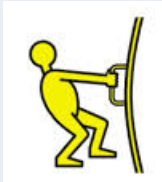

Modified from:

# There is no 'formula' for the KB role

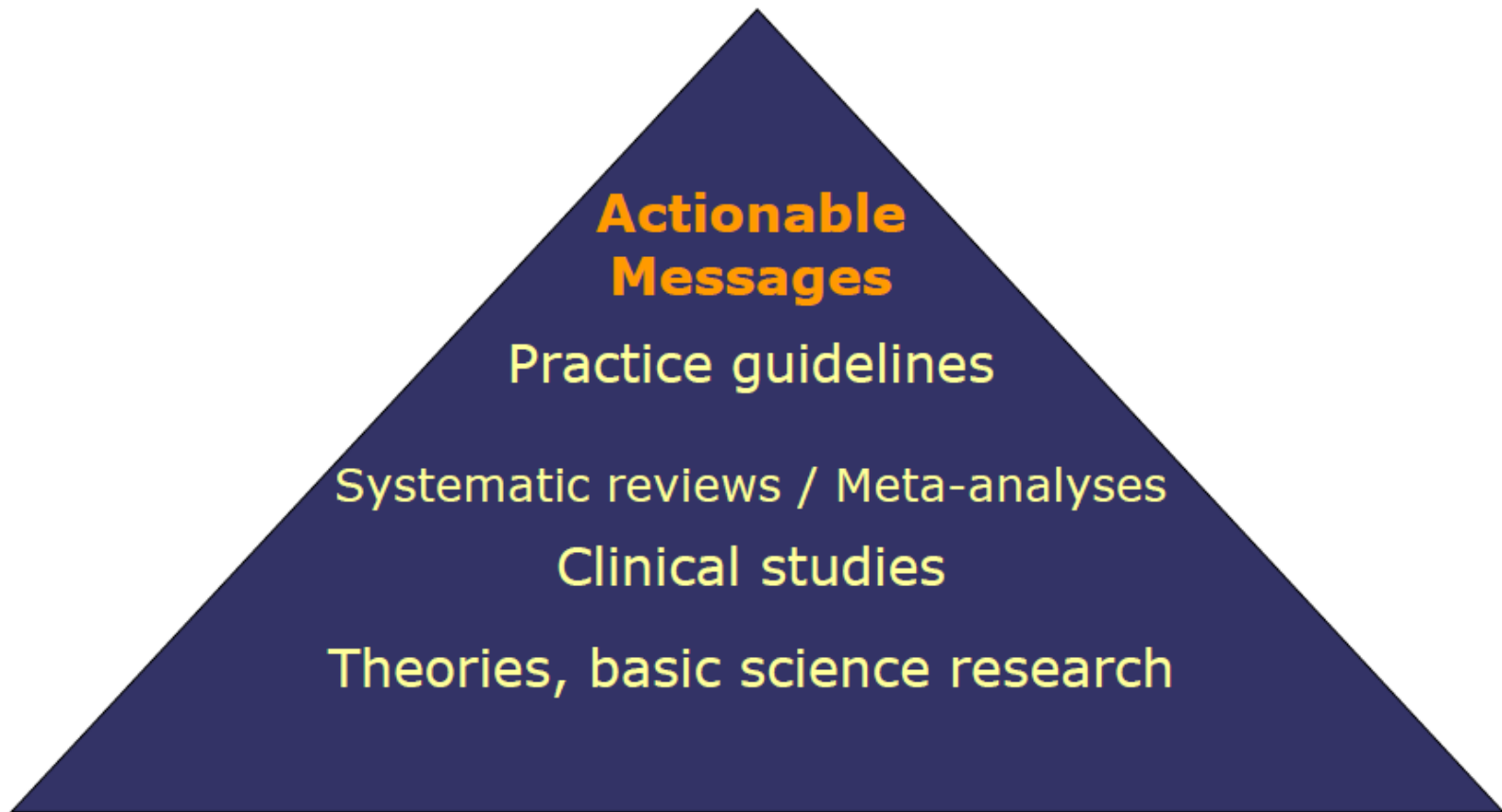
- Part of an existing role vs 'isolated' role
- Part time vs full time
- Temporary contract vs permanent position
- Project specific vs role specific


$$\begin{aligned}ax^2 + bx + c &= 0 \\4a^2x^2 + 4abx + 4ac &= 0 \\4a^2x^2 + 4abx &= -4ac \\4a^2x^2 + 4abx + b^2 &= b^2 - 4ac \\(2ax + b)^2 &= b^2 - 4ac \\2ax + b &= \pm \sqrt{b^2 - 4ac} \\2ax &= -b \pm \sqrt{b^2 - 4ac} \\x &= \frac{-b \pm \sqrt{b^2 - 4ac}}{2a}\end{aligned}$$

# KT Approaches

	Push	Pull	Linkage & Exchange
Drivers	Researchers	Users	Both
Intent	Dissemination 	Address an information gap 	Partnership to ask & answer locally relevant question 
	<b>Let it happen</b> Diffusion / dissemination	<b>Help it happen</b>	<b>Make it happen</b> Implementation / adoption
Target	Awareness	Awareness Attitude	Attitude Behaviour

# What kind of knowledge is ready to be “transferred”?



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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- Planning for Implementation Research
- NHS Safety Model
- Program Sustainability Assessment Tool
- Rx for Change database
- 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.0000000000000122>

*JNPT* 2016;40: 115–123

**Table 1. Representation of the 5 Role Domains in Existing Models, Frameworks, and Theory Applied to Knowledge Brokering**

	<b>KTA Process</b>	<b>PARiHS Framework</b>	<b>Fernandez and Gould Model</b>	<b>Diffusion of Innovation Theory</b>	<b>K* Spectrum</b>
Type of KT model	Process model	Determinants model	Determinants model	Classic theory from another field	Process and determinants model
Representation of the proposed role domains					
<b>Information manager</b>	Role carried out during “knowledge synthesis,” “knowledge tools/product creation,” and “adapt knowledge to local context” steps	Not addressed explicitly	Role carried out by “gatekeeper” KBs; information and resource exchange is enabled through links created by KBs	Role carried out by knowledge users themselves, as autonomous decision makers	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
<b>Linking agent</b>	Not addressed explicitly	Not addressed explicitly	Role carried out in bridging otherwise unconnected organizations	Role carried out by existing social structures (eg, connections to trusted early adopters with greater peer influence), which allow for the diffusion of innovations	Role carried out by “knowledge broker” to improve relationships between stakeholders, to enable communication and to foster knowledge co-creation
<b>Capacity builder</b>	Not addressed explicitly	Not addressed explicitly	Not addressed explicitly	Not addressed explicitly	Not addressed explicitly

# The role domains of knowledge brokering: A model for the healthcare setting

Stephanie MN Glegg  
Alison Hoens



KB Abstract 27Nov2015 - 2

VR ForRehab

Video abstract: [https://youtu.be/udp8JNu\\_tL4](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](mailto: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
  - <http://www.ktecop.ca/>
- BC KT CoP
  - <http://bcktcop.ca/>
- 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](mailto:Alison.hoens@ubc.ca)  
**@PhysioKTBroker**