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

Karine Souffez

Associate Director,
Knowledge Exchange
Research & Innovation, UBC

Friday, January 31, 2020

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FOSTERING AN ORGANIZATIONAL CULTURE OF KNOWLEDGE EXCHANGE

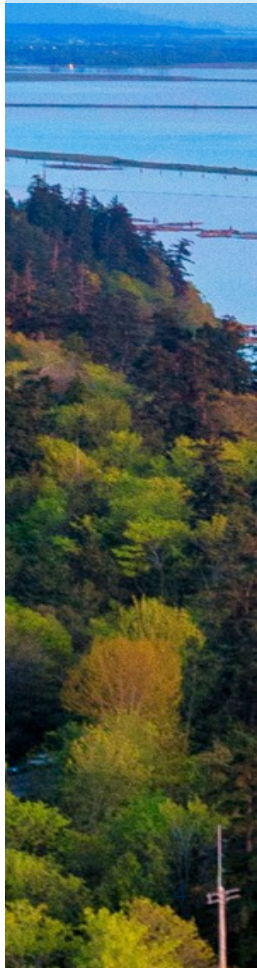
Insights into the Journey

Karine Souffez, Associate Director, Knowledge Exchange

LEARNING OBJECTIVES

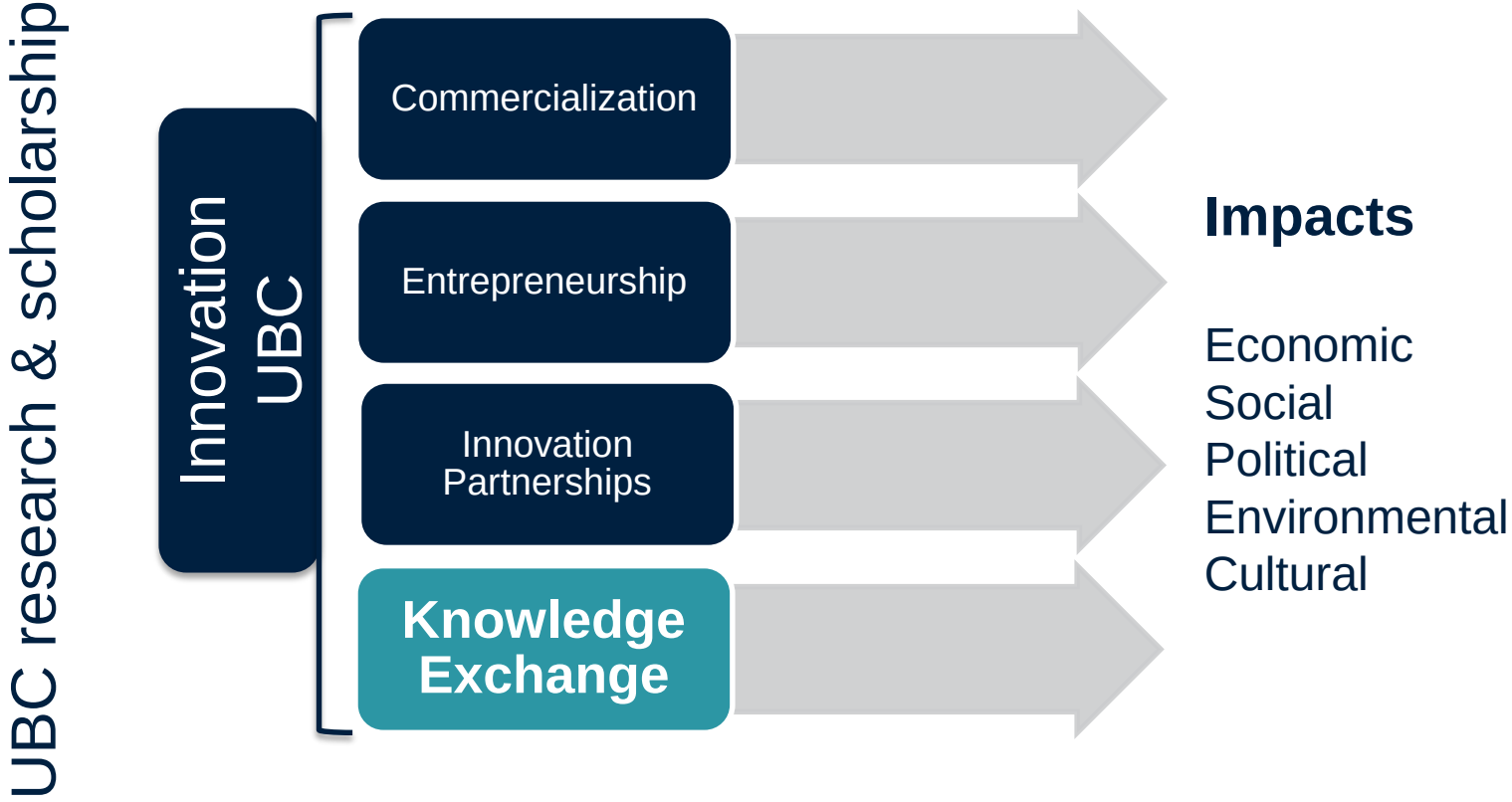
At the end of this webinar, participants will be able to:

- 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

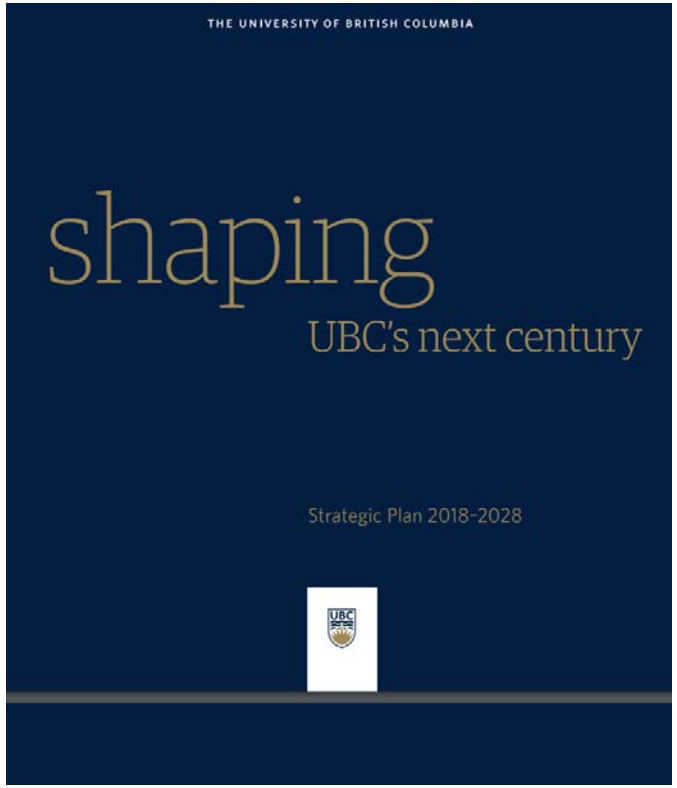


UBC KNOWLEDGE EXCHANGE UNIT

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



UBC Strategic Plan



Strategy 9 - Knowledge Exchange

*Improve the **ecosystem** that supports the translation of research into action*

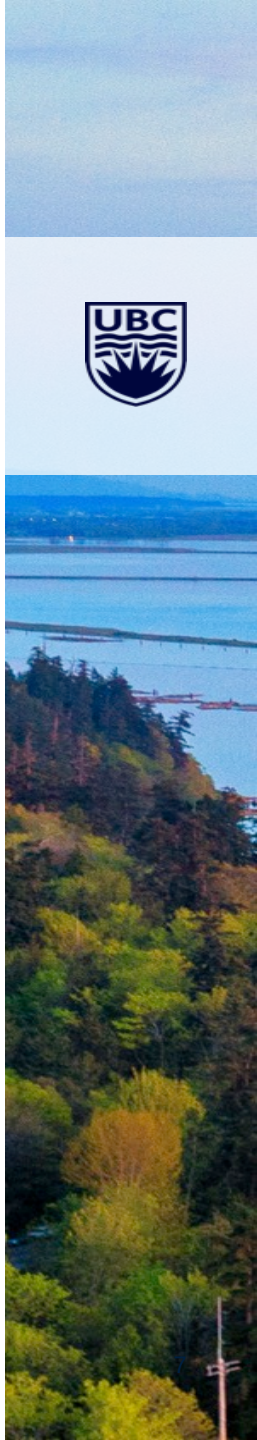
PROPOSED VISION AND MISSION

VISION

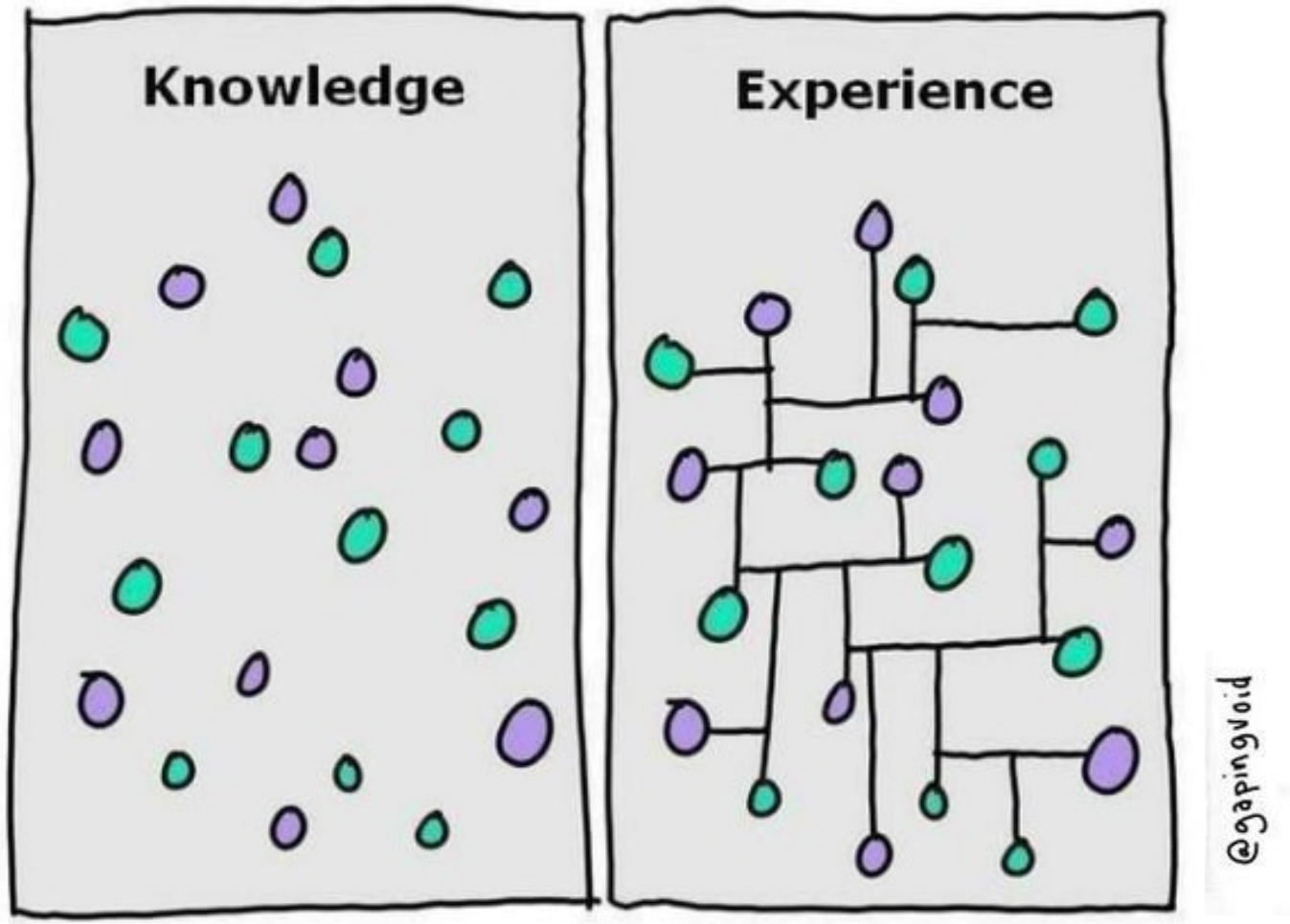
The UBC Knowledge Exchange Unit is UBC’s hub for mobilizing research into policy, practice, culture and public dialogue for the benefit of communities in BC, Canada, and around the world.

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?

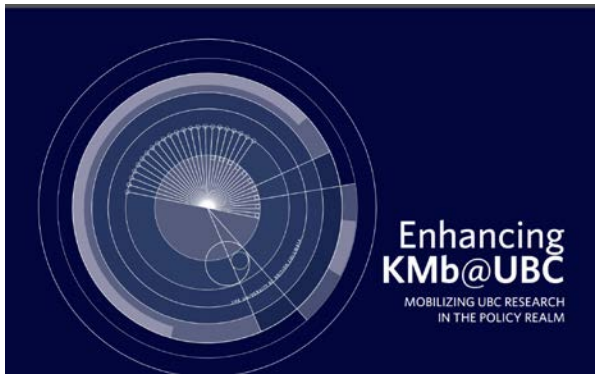


IDENTIFY STRATEGIES AND STEPS TOWARDS BUILDING A KX CULTURE

THE STEPS TOWARDS FOSTERING A KX CULTURE AT UBC

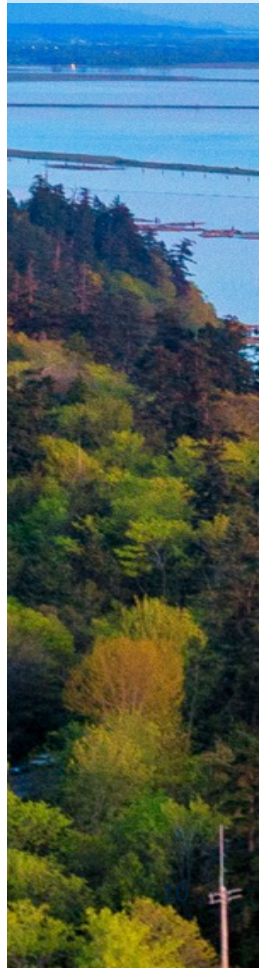
1-Understand the context, opportunities and barriers

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)

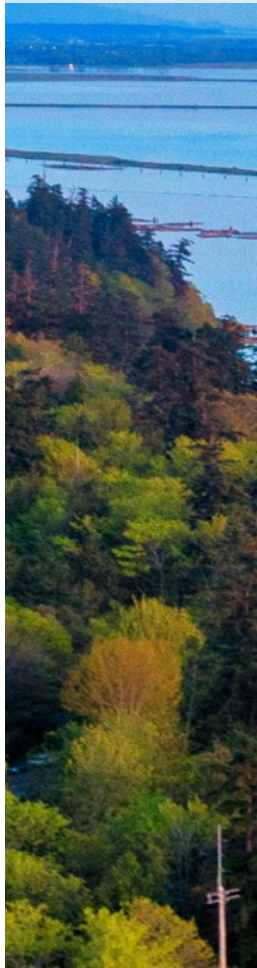
3-Identify priorities

-Kx Strategy 2019-2022

Observation

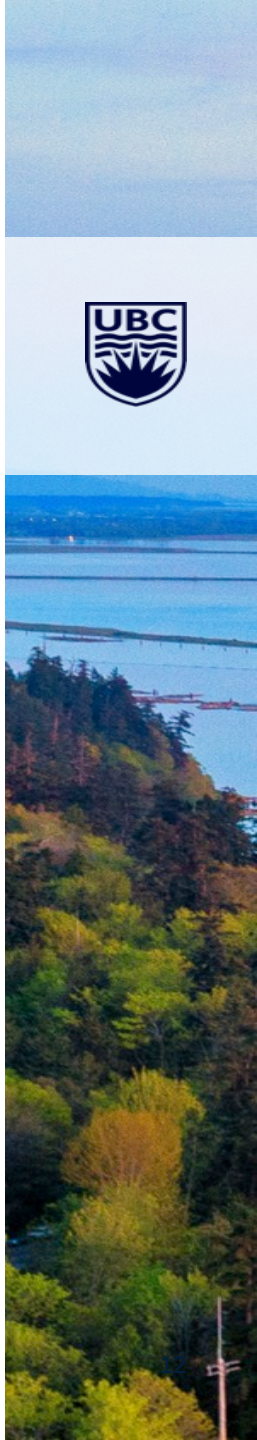
Starting points to identify priorities

- Focus on enablers and barriers to change
- Link priorities to a theory of behavior change



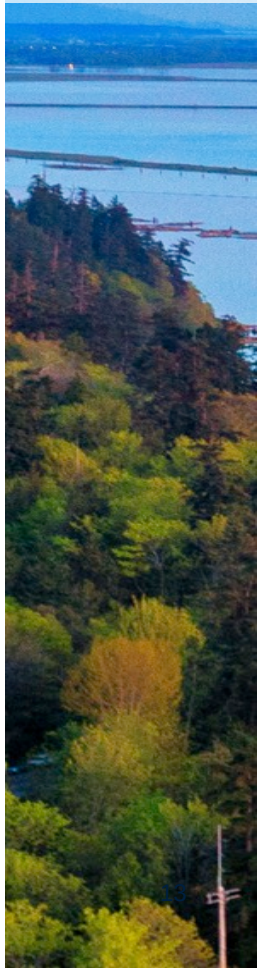
ENABLERS AND BARRIERS

	COM-B*		
	Capability Knowledge and skills	**Motivation** Attitudes and aspirations	**Opportunity** Support and incentives
Enablers	Growing number of resources (e.g. workshops)	Benefits to research	Funding agencies requirements
	Scholars with Kx expertise and experience	Sense of responsibility to contribute and give back to society	Institutional grants (e.g. CUES)
Barriers	Lack of understanding	Time constraints	Lack of a coordinating unit
	Specialization of Kx	Competing demands	Lack of support (in kind, financial)
	Lack of training	Lack of recognition of Kx efforts	Gap between Kx partnership needs and institutional policies

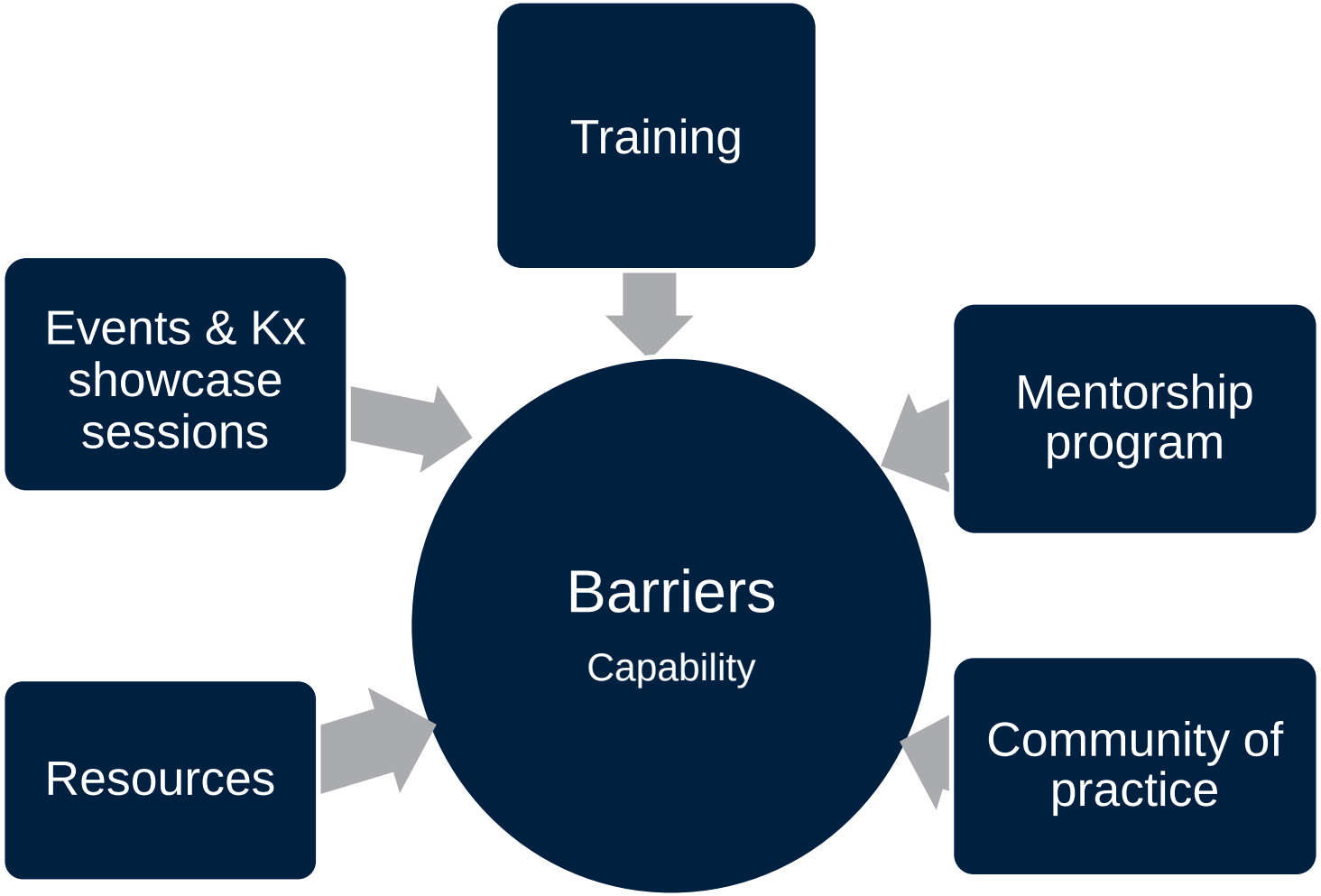


OBJECTIVES 2019-2022

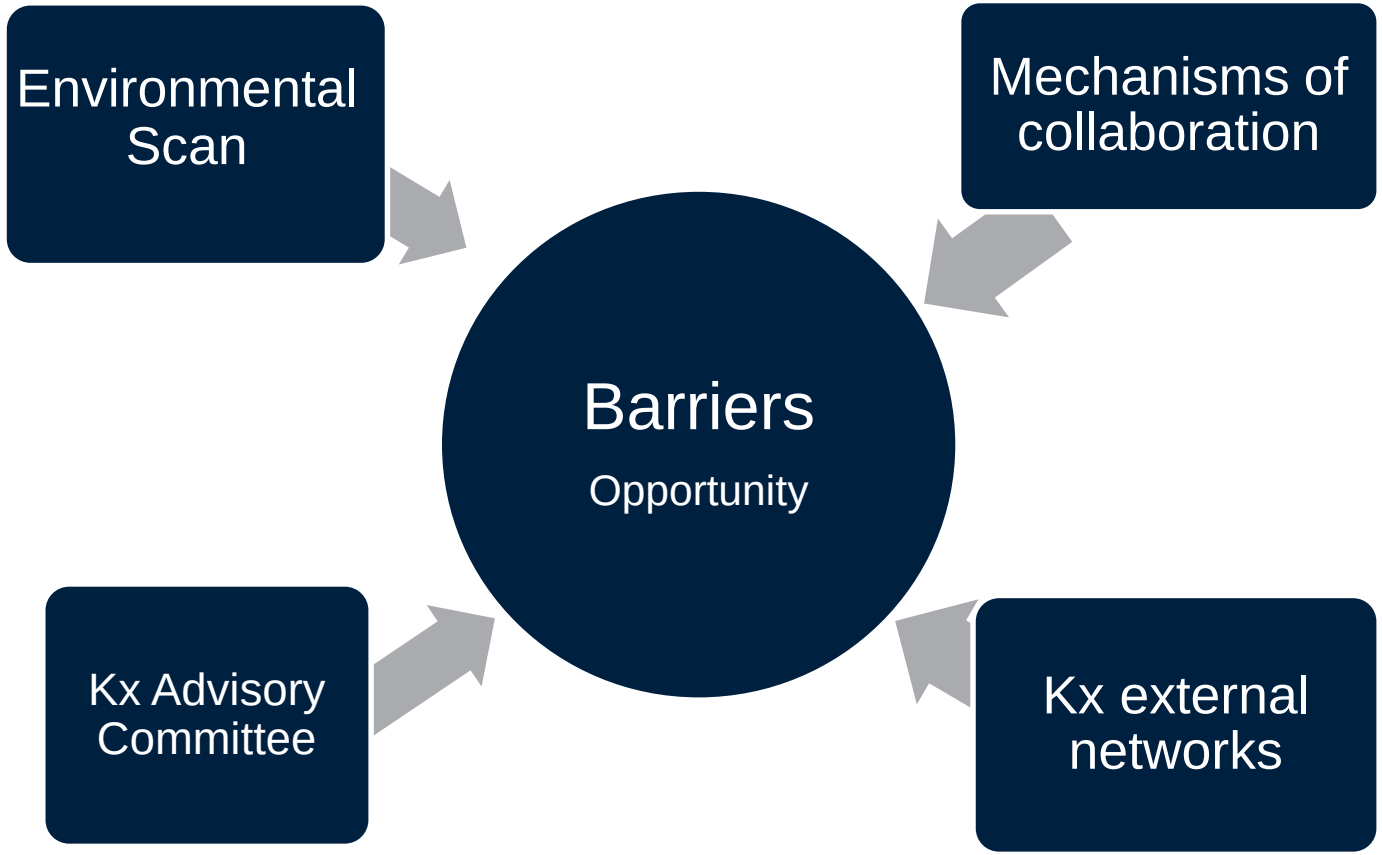
- Increase awareness and competency in Kx principles and practices
- Expand the scope of support through the coordination of Kx-related services
- Strengthen engagement between academic and non-academic partners
- Increase public awareness of the societal impact of UBC research



1 Increase awareness and competency in Kx principles and practices

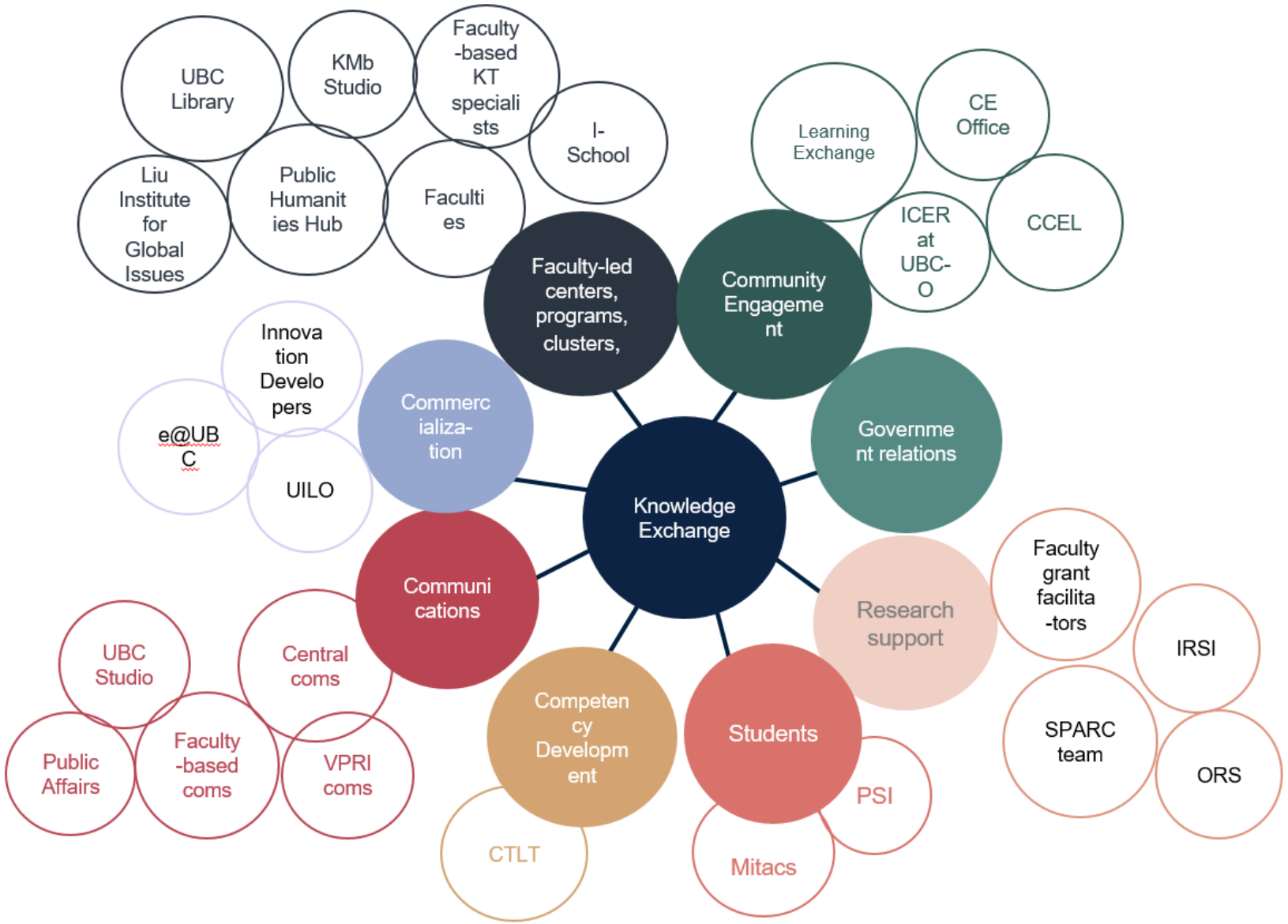


2 Expand the scope of support through the coordination of Kx-related services

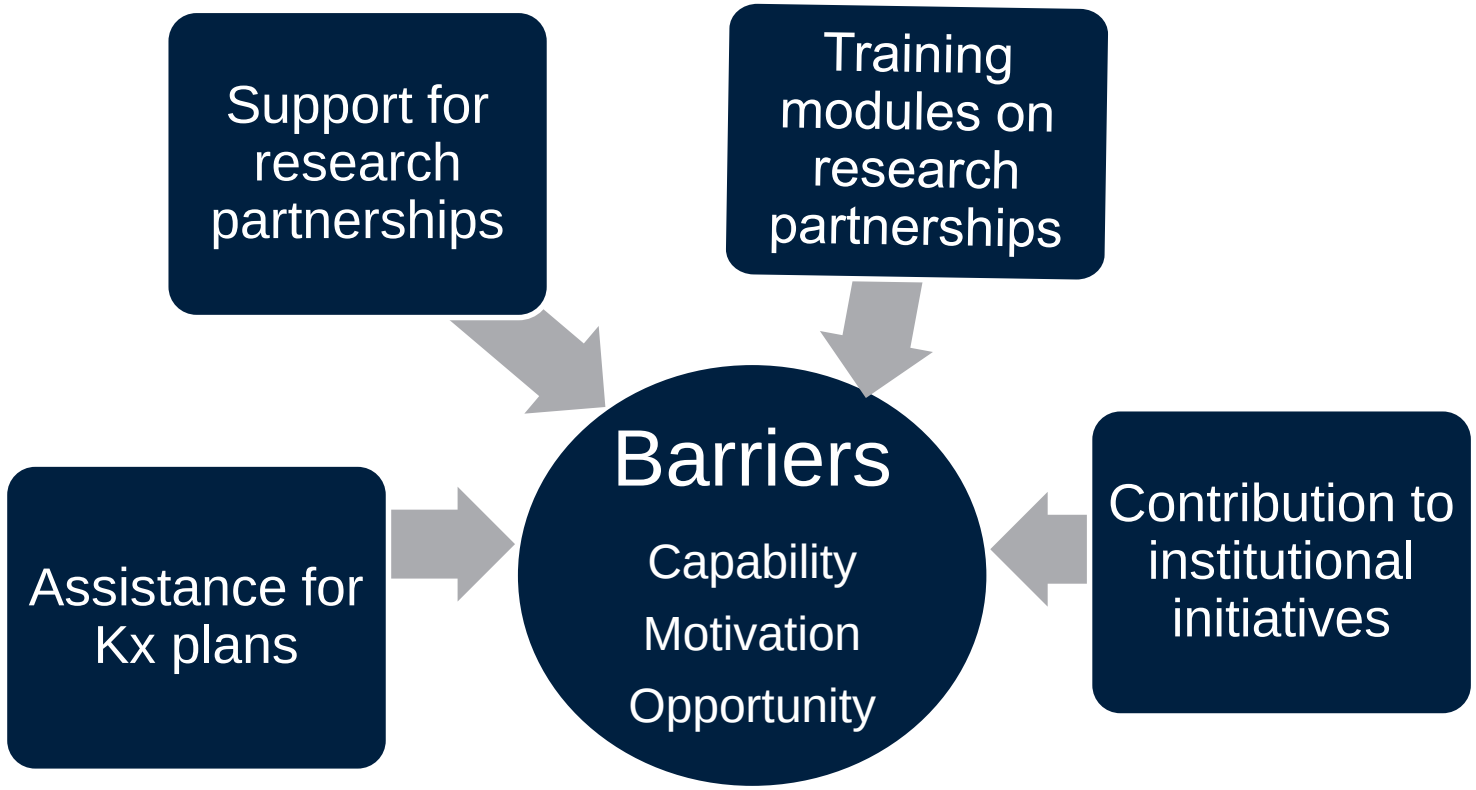


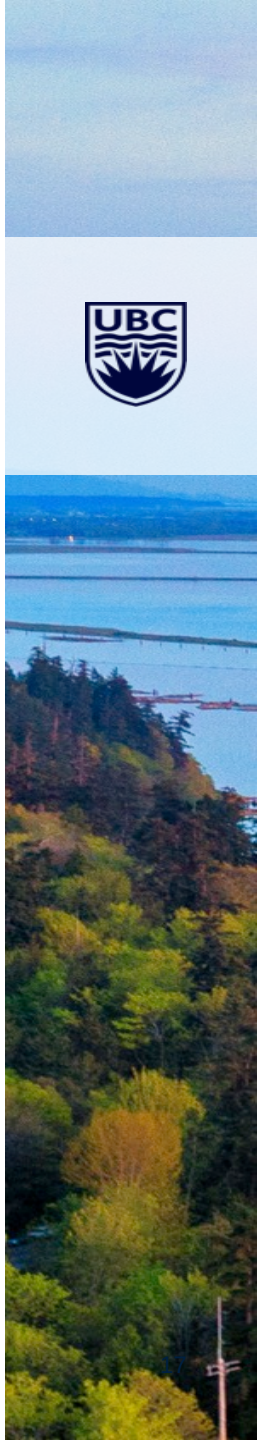
SOME UBC GROUPS PROVIDING KX-RELATED SUPPORT

***SEE APPENDIX FOR ACRONYMS**

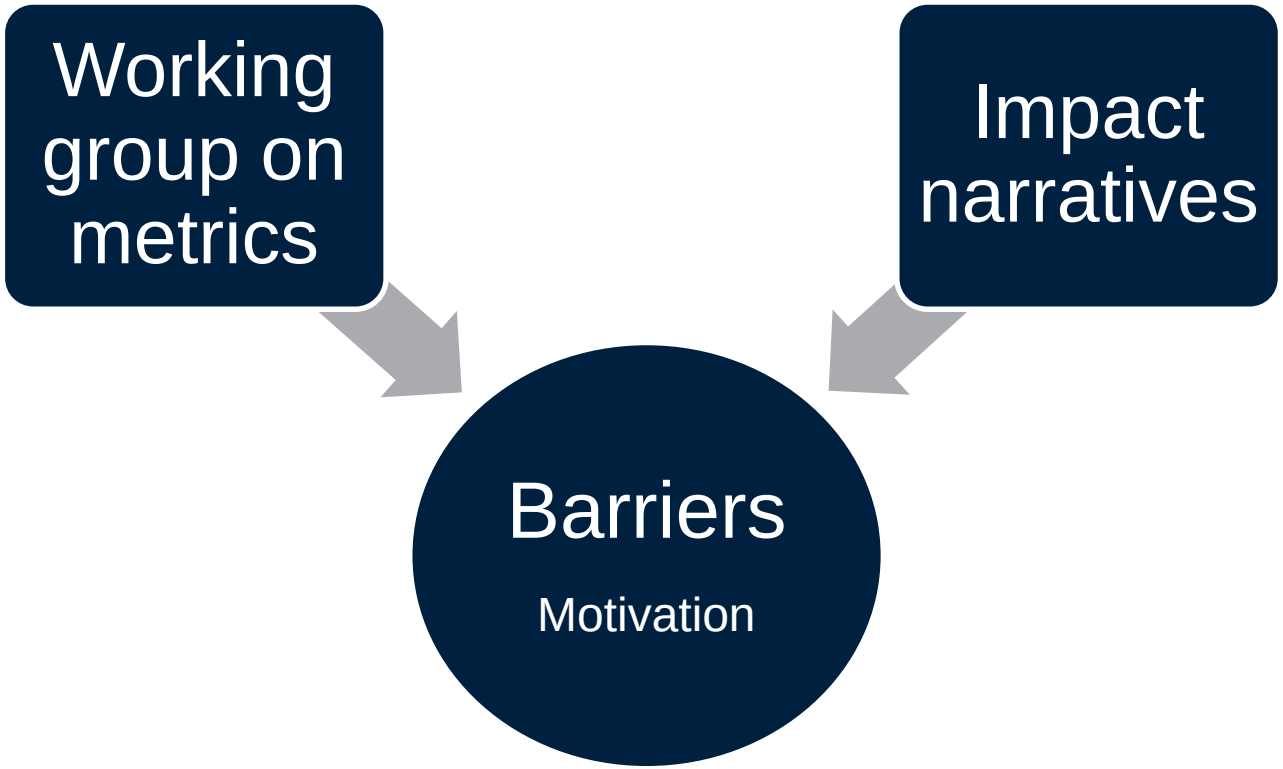


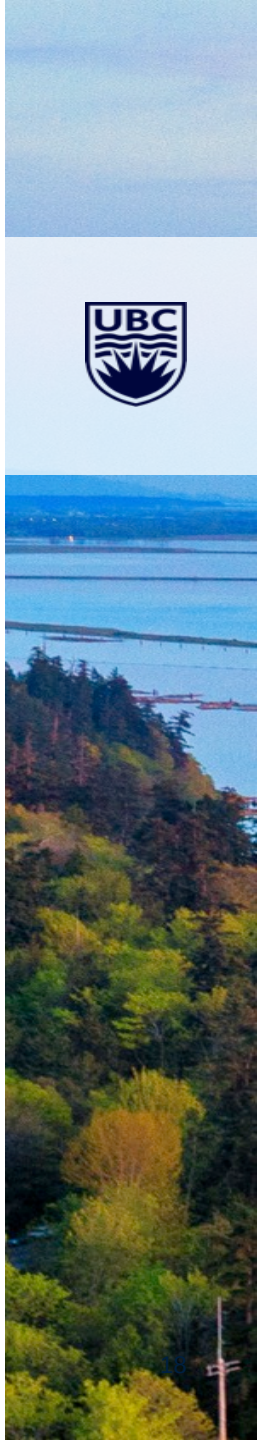
3 Strengthen engagement between academic and non-academic partners





4 Increase public awareness of the societal impact of UBC research





USEFUL IN THE JOURNEY SO FAR

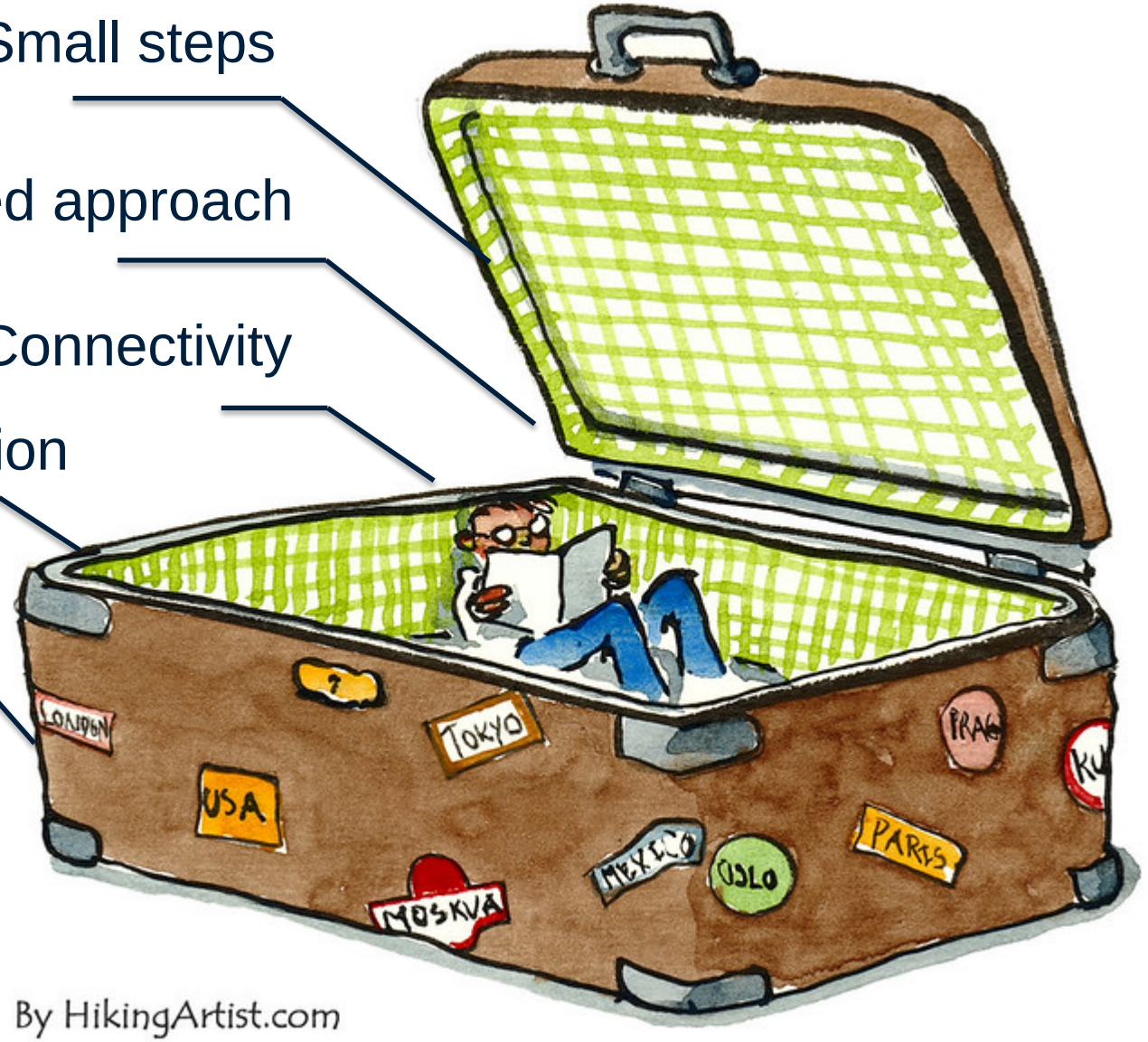
Small steps

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

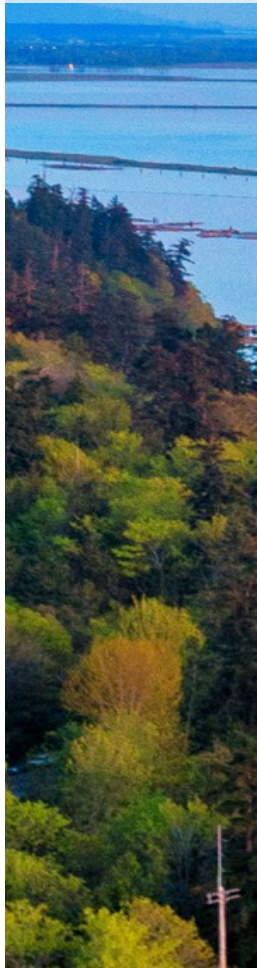
-Training

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

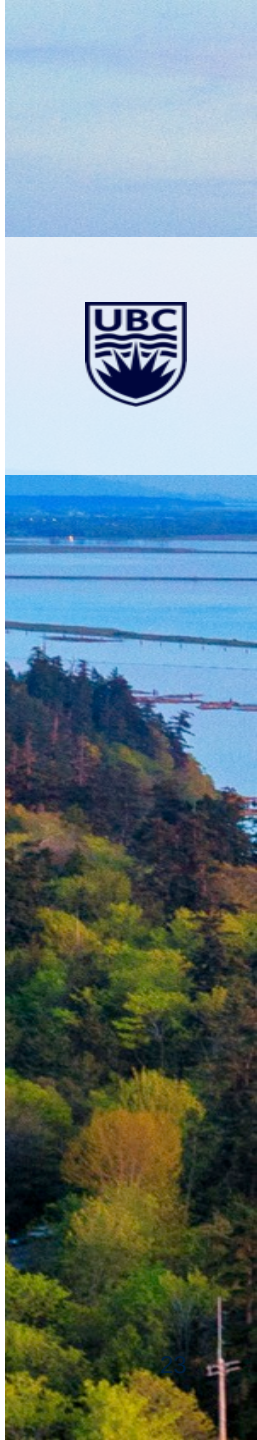
Understand management

Practice and pilot change

Capitalize on existing momentum

Think about what needs to be changed

Source: McMaster Health Forum, 2017

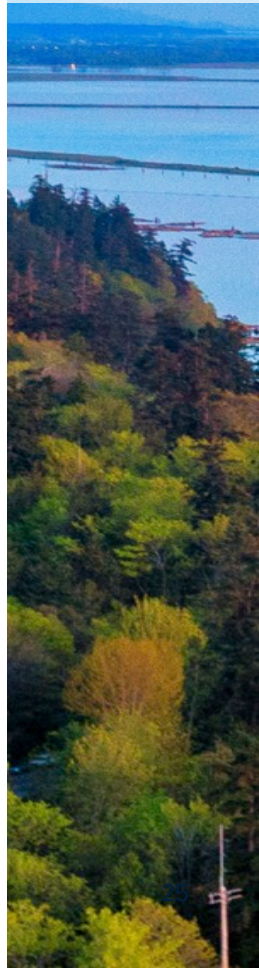


REFLECT ON ENABLERS AND BARRIERS TO CHANGE IN YOUR ORGANIZATION

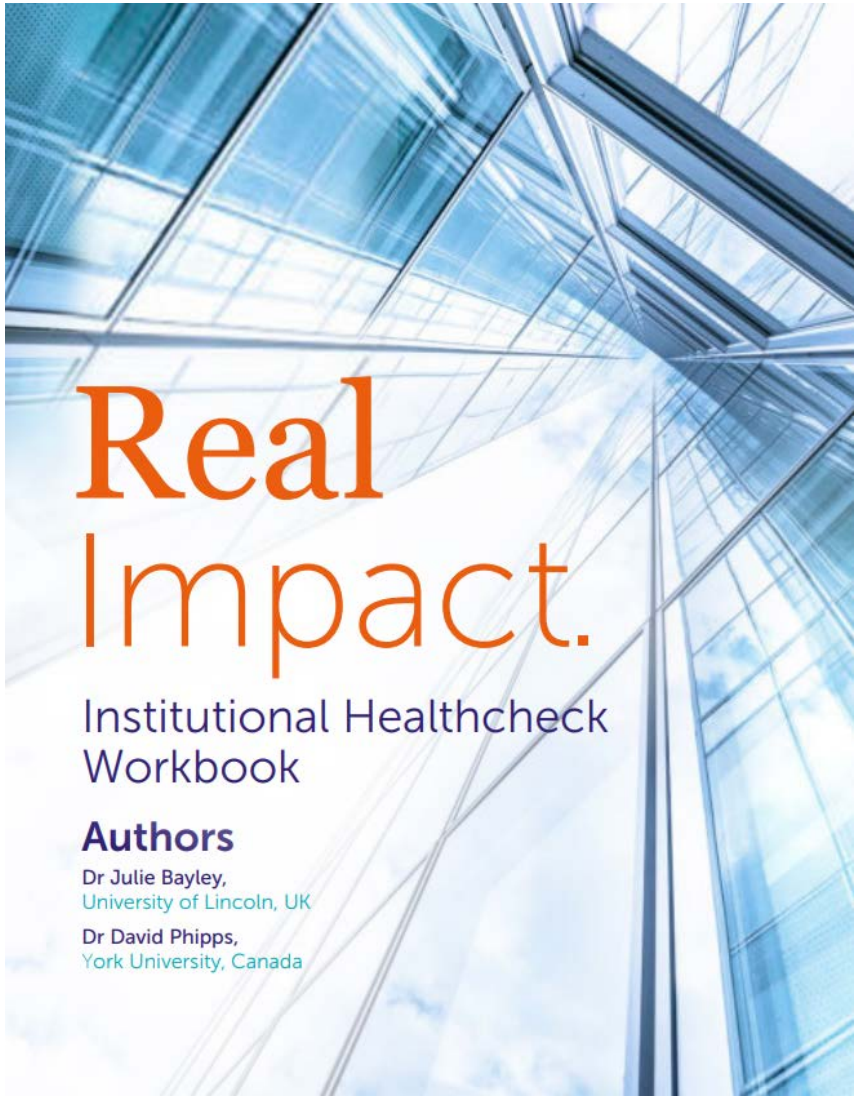
COMMON BARRIERS TO KX IN ACADEMIC LITERATURE

Researchers	Policy-makers	Service providers
Lack of reward and recognition systems	Short timeline for decision-making and research use	Instability of funding complicates long-term relationships
Time constraints	Evolving priorities	Lack of infrastructure to participate in or use research
Lack of training	Information overload – multiple sources of info to consider	Difficulty to identify research questions due to competing priorities
Limited opportunities to connect with end users	Difficulty to access researchers	Difficulty to apply findings when in contradiction with experience
Fears of misuse of research	Need for immediate results	Little power to modify practices within the org

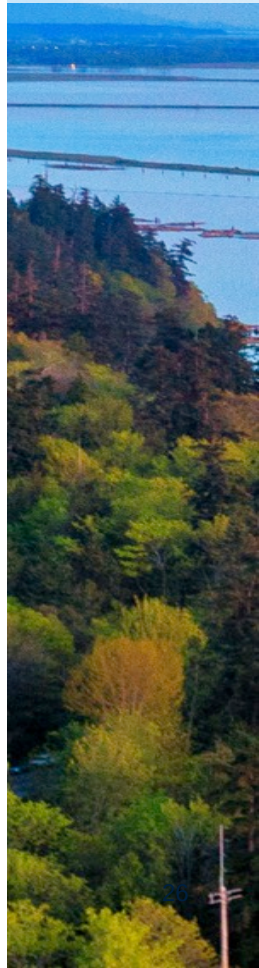
Source: Sun & Feng, 2010



DIAGNOSING YOUR INSTITUTIONAL 'IMPACT HEALTH'



5Cs
Commitment
Connectivity
Clarity
Competencies
Co-production



ACCESS RESOURCES ABOUT KX ORGANIZATIONAL FRAMEWORKS

EXAMPLES OF KX ORGANIZATIONAL STRATEGIES

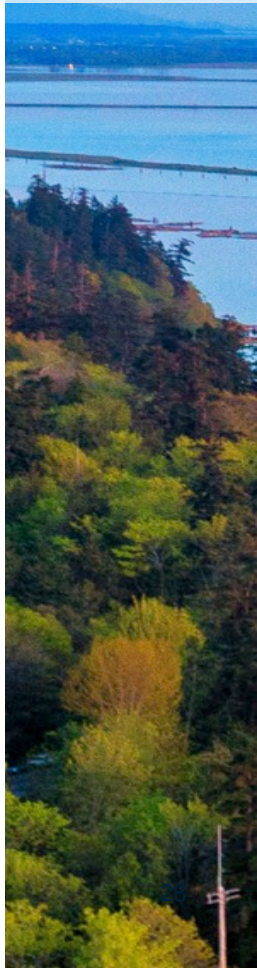
BC Ministry of Health, Research and Knowledge Management Strategy, 2018

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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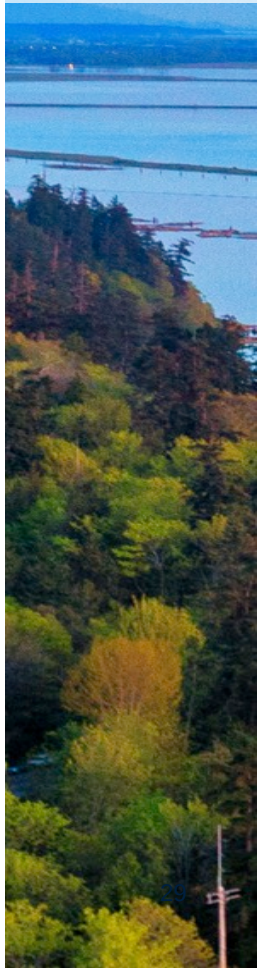


ACRONYMS

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

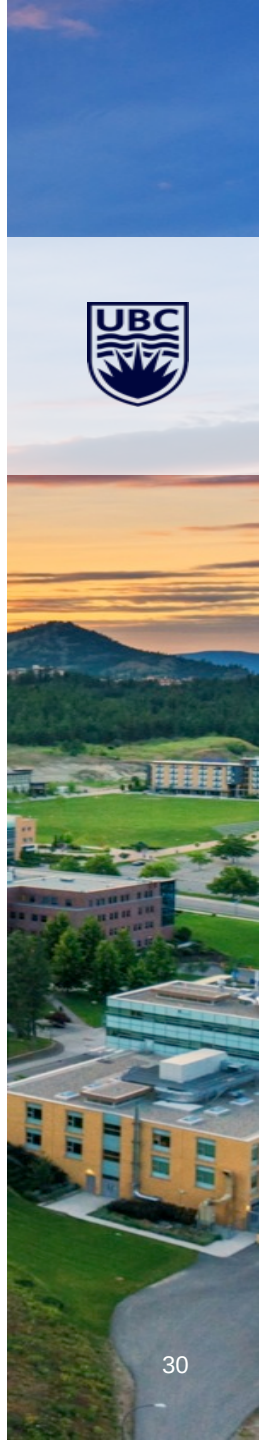
ORS: Office of Research Services

PSI: Public Scholars Initiative

SPARC: Support Programs to Advance Research Capacity

UILO: University-Industry Liaison Office

VPRI Coms: Vice-President Research and Innovation Communications



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Questions?

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- 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

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- 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

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