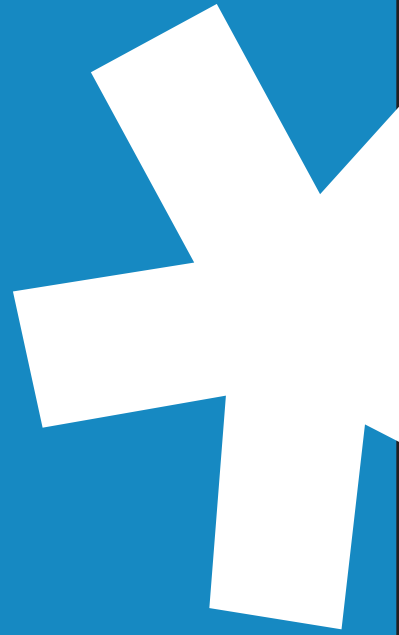# Canadian Knowledge Mobilization Forum 2012

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BACKGROUND AND INTRODUCTION

The first annual Canadian Knowledge Mobilization Forum was held June 19 and 20, 2012 in Ottawa. As noted in the welcome message, by host Peter Levesque, the 75 attendees are knowledge mobilization pioneers. These pioneers came from academia, Federal and Provincial/Territorial Government Ministries, Municipalities and non-governmental agencies working in diverse sectors, including public health and health promotion, education, natural resources and environmental research, traffic injury research, the United Way, Canadian Blood Services, and services for children and youth.

WHAT IS KNOWLEDGE* AND WHY ARE SO MANY PEOPLE DOING IT?

One of the many key issues that came out of the Forum is that there are many terms to refer to this profession. Embraced as **Knowledge***, or **K*** for short, the profession is currently called by at least 90 terms, such as knowledge mobilization, knowledge exchange, and knowledge transfer, translation and implementation. Regardless of the term, K* professionals are all trying to do one thing. We are all trying to make the world a better place by ensuring that what we know from practice and research is actually used to make better decisions about program, policies, and practices and, ultimately, changes behaviour.

The participants of the 2012 Knowledge Mobilization Forum came together to discuss how they can improve their efforts to make communities healthier and pollution free, relationships with our elders kinder, children's futures better, streets and workers safer, water cleaner, and learning institutions better builders of great citizens. They came together to discuss how to build incentives to attract people and resources, to learn from others, to mash ideas together and create innovation in their workplaces and communities.

This report details how these efforts came together through keynote speakers, presenters and participant activities in sharing knowledge and inspiring the Canadian K* profession. It is organized in chronological format, summarizing the activities in the order they were presented over the two days of the Forum. The final summary and conclusions are those of the organizing committee.

INSPIRATION KEYNOTE

GREENSPACE AND FACEBOOK
Learning to Protect the Planet Through Play

Graeme Barlow, CEO, RocketOwl Inc

What was a gamer doing at a K* Forum? Graeme Barlow opened our eyes to ways that how gaming can help with knowledge sharing across sectors, across platforms and around the world.

Gaming can get people interested and engaged in a message before they know there is one.

In playing a game, they can become invested in starting change, are given opportunities to learn more, and then to practice what they have just learned. When they play the game through platforms such as Facebook, there are opportunities for the game's sponsors to gather information such as identifying the types of choices that are being made regionally or nationally.

Gamification is the ability to use game-like mechanics to solve problems. It solicits actions, sets objectives, establishes reward and gratification systems, for example through rewards and rankings, and provides opportunities to teach and to work together. Common goals can be achieved in the workplace via games tailored to the corporate culture. This tailoring includes relevant user rewards that excite employees and is ensured through users testing and gathering feedback.

"If you connect enough people with good intentions and give them the tools to make change, then powerful things happen."

"Don't look at how to build games into education but how to build education into games."

To meet educational goals, teachers can base lessons on popular games. For example, an economics lesson can be based on the supply and demand of commodities in a game that their students are familiar with and already using. Gaming has a future as a type of on-line learning, where up to date knowledge is shared with those who might not learn in traditional ways.

How do you change the world with a game? Content is crucial. Graeme told us that the information provided in the game had to be up-to-date and relevant. Finally, he addressed the issue of game violence by noting that, while violence in games gets a lot of press, the vast majority of games on Facebook are not violent. However he did note that conflict brings people together very quickly and often requires them to act as a group. Also, it attracts attention and it is a way to reach young people, who may not otherwise be paying attention, at their level.

"Games let you stage scenarios that can't happen in real life."

Graeme Barlow is the Chief Executive Officer, of RocketOwl, with over **10 years of experience in social media, online marketing and community building.**

Graeme began his career in online media when he founded Snow Currency, a network of gamers and programmers working to generate and sell game currencies around the world. Over the course of five years and through the use of automated programs (bots) in games, Snow Currency became one of the largest wholesale distributors of gaming currencies in Canada.

Most recently Graeme has served as the founder of Viewin Media Inc., an Ottawa-based consulting firm for social media and marketing. In addition, he co-founded Echelon Solar Inc. an Ottawa-based solar consulting group.

Graeme has participated in the development and marketing of numerous online communities, several of which have grown to accommodate more than 150,000+ weekly active users.
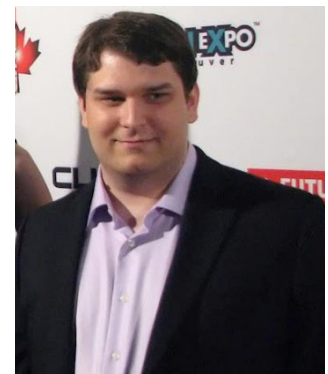
PRACTICE BREAK-OUTS ABSTRACTS

The following presentations were made at one of three practice breakouts. PowerPoint slides, when available, are shared on slideshare at *http://www.slideshare.net/ckforum.*

EDUCATION

Education in workplace health and safety:
professional development and the challenge of Ontario's diverse workforce
Kiran Kapoor, Workplace Safety and Prevention Services

The Ontario health and safety system has undergone significant changes in recent years. Although global changes have affected how business gets done, health and safety must remain a priority. Every person who goes to work must return home safe at the end of their working day. This presentation will discuss the challenges of engaging in professional development across the diversity of the more than 150,000 business for which Workplace Safety and Prevention Services are responsible for delivering training and education support.

From extension to knowledge translation and transfer (KTT): the University of Guelph partners with the Ontario agrifood sector
Bronwynne Wilton, University of Guelph

The University of Guelph has a rich history in agriculture extension which involves the transfer of research knowledge to the farm community, both in Canada, and internationally. Recently, there has been a renewed interest and investment in the concepts and practices of extension and this has taken on the more broadly-defined title of knowledge translation and transfer (KTT). This re-investment in KTT stems from a formal partnership between the University of Guelph and the Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA), which facilitates broader connections with industry and community stakeholders. This practice breakout session will focus on the collaboration between OMAFRA and the U of G, what we are doing with the KTT program, the results we are achieving, specifically with our dedicated KTT funding program, and some of the challenges we face in terms of mobilizing publicly-funded research across this very important sector in Ontario.

Knowledge Mobilization as part of a ministry research strategy
Julia Lalande, Linda Nicolson, Ministry of Education, Government of Ontario

In the Ontario Ministry of Education (EDU) knowledge mobilization is incorporated into an overall research and evaluation strategy. This workshop will give an overview of the six modules of the Ontario Education Research and Evaluation Strategy and its knowledge mobilization components, such as the Ontario Education Research Symposium, the Research Strategy Speaker Series, the Evidence Framework or the Knowledge Network for Applied Education Research. Ministry staff has access to internally produced knowledge mobilization tools and can procure knowledge mobilization services through the Vendor of Record. Tools and services will be introduced to and discussed with workshop participants. An interactive component of the workshop will outline some of the barriers and challenges government faces in the context of knowledge mobilization and open the floor for a broader discussion of what knowledge mobilization can look like in the public sector.

Putting HEQCO on the map: How a policy wonk and a communications expert teamed up to raise the profile of a research organization
Fiona Deller, Susan Bloch-Nevitte, Higher Education Quality Council of Ontario (HEQCO)

HEQCO is an agency of the government of Ontario. Our mandate is to conduct research and provide policy advice to government. Two years ago, we made a decision to raise our profile broadly outside the non-research community. The question we asked ourselves was – how do we translate research (which we do very well) into policy advice in a way that actually resonates with government? Our approach was holistic, and took on a variety of forms including: a rethinking of the short and long term goals of our research agenda, a series of short policy papers to make our research easily digestible, a social media presence, more public events and a better and more responsive relationship with government and the sector. We are learning as we go – developing new tools and testing practices constantly. We would like to share these lessons with you and look forward to an interesting discussion.

HEALTH

The role of the National Collaborating Centre for Methods and Tools in supporting evidence-informed public health decision making

Maureen Dobbins, National Collaborating Centre for Methods and Tools

The mandate of the National Collaborating Centre for Methods and Tools (NCCMT) is to support evidence-informed public health decision-making (EIDM). A number of knowledge translation (KT) strategies, including: in-person and online educational workshops, e-learning modules, a public health network (DialoguePH), a searchable registry of methods and tools and an online discussion forum, have been implemented. These KT strategies are being evaluated to determine awareness, use, satisfaction and self-reported EIDM behaviours among public health professionals in Canada.

Preliminary evaluation findings have identified some challenges with moving users beyond awareness of EIDM to the use of key resources to assist in making decisions. This presentation will highlight evaluation findings and lessons learned to date across these KT strategies as well as how we plan to overcome identified challenges. While working toward achieving its mandate the NCCMT is also contributing to the KT body of knowledge.

The most difficult part of communication is to ensure that it happens!

Jennifer Hunter, Amanda Khan, Ontario Neurotrauma Foundation

The Spinal Cord Injury Knowledge Mobilization Network (SCIKMN) is a network of 6 rehabilitation hospitals, across Canada, working together to implement best practices in treatment of secondary complications of Spinal Cord Injury. Scheduling, differences in physical location and time zones, and technical challenges were but a few of the barriers experienced in ensuring communication and collaboration amongst this network consisting of a wide spectrum of stakeholders: clinicians, administrators, funders, researchers and consumers. These challenges were overcome by designing a web-based collaboration platform that allowed all members and committees to participate in content creation, subject discussions, information sharing and archiving, and knowledge distribution together in virtual space, 24/7. Multiple educational webinars were hosted to ensure that SCIKMN members were comfortable and adept at using this website. By utilizing a virtual workspace, the SCIKMN has been successful in ensuring that communication and collaboration occurs at all levels of the network.

The politicization of science and the unexamined morality of Public Health

Raywat Deonandan, University of Ottawa

Risk communication is a foundation of the practice of public health. It is traditionally based on a carefully considered epidemiological computation of the likelihood of experiencing a condition given the presence of a particular exposure or behaviour. The extent to which numerical precision is important in such communication is a function of the availability of good statistics, the ability of the target audience to appreciate the meaning of the statistics, and the emotional heft represented by the chosen statistic. There is an inherent danger, however, in overweighting the latter consideration at the expense of the former two. When emotional impact and behavioural change become goals to the exclusion of complete scientific credibility, we risk brushing against the realm of propaganda. And with that risk comes a vulnerability to having science politicized by the agendas of others.

Designing evidence-based, community-driven, smoking cessation program for pregnant women

Nadia Minian, Echo: Improving Women's Health in Ontario

The Ontario Tobacco Strategy's goal of eliminating the use of tobacco products by pregnant women has not been achieved. Given that smoking is a known health risk, and that quitting smoking has beneficial outcomes for women, the fetus, and for health system efficiencies, it remains imperative to support pregnant women to quit smoking.

In 2010/11, Echo: Improving Women's Health in Ontario, in partnership with several organizations, started working on an initiative to help pregnant smokers quit smoking, and stay smoke free. We will present the steps taken to ensure women were able to adapt best practices in designing a smoking cessation program for pregnant and post-partum women for their community and how we are using a social capital theory to spread the learning from demonstration sites throughout the Province. This model demonstrates how programs can be evidence based, incorporate service users input and thereby offer context sensitive meaningful programming

Evaluating best practice implementation within a network of 6 SCI rehabilitation centres across Canada

Laura Mumme, Anna Kras Dupuis, Glenrose Rehabilitation Hospital, Parkwood Hospital

To achieve sustainability of best practice adoption, any attempts to undertake a change require evaluation that is considered right from the start. The Spinal Cord Injury Knowledge Mobilization Network is a 6 site network of rehabilitation centres working together to implement best practices in the treatment of secondary complications of Spinal Cord Injury. With the challenge of maintaining fidelity across 3 provincial and 6 institutional jurisdictions, an evaluation framework was determined by achieving consensus on the performance measures relating to the best practices chosen for implementation and ensuring their alignment against 3 project objectives. Associated data elements were agreed upon with pre-determined times for central data collection and reporting. Implementation science tools including, for example, practice profiles and installation stage assessments allowed sites to develop specific action plans for implementation. Achieving consensus, selecting performance measures and data management will be discussed within an implementation science framework.

Community-based knowledge brokering

Michael Johnny, Jane Wedlock, York University, United Way of York Region

Building on the successful knowledge broker model that York U has implemented, York has partnered with the United Way York Region via a successful CIHR KT grant and has placed a community-based knowledge broker to help research support capacity building, research project opportunity and systems thinking in areas of community development, social infrastructure, participation in public policy and social determinants of health.

This session will share the delivery model of collaboration between the two institutions, including mechanisms that the two brokers are using to support their collaborative work and will cover: History; Purpose; How this has been implemented; The York U / UWYR Partnership; Outcomes (anticipated); and Lessons Learned.

PUBLIC POLICY

Connecting water researchers and end users: building knowledge mobilization capacity and awareness through a consortium approach

Elizabeth Shantz, Canadian Water Network

CWN catalyzes and supports partnerships among the water research community, water managers and government regulators by using an end-user driven research consortia approach to foster research partnerships and develop researcher and end-user capacity to engage in KM. CWN does this by identifying and matching end-users and researchers with complementary interests, assisting in the development of research priorities and assisting the KM activities of the consortia members. Additional KM work at CWN involves the design of KM tools for researchers and evaluation of KM initiatives at all levels, including the development of success stories, project evaluations and longitudinal analysis of impact.

Collaborative Knowledge Mobilization

Jerome Elissalde, Luc Dancause, Université du Québec à Montréal, programme de soutien à la mobilisation des connaissances

For over a year, staff members from a variety of units across l'Université du Québec à Montréal have been working collaboratively to develop an institutional initiative to support knowledge mobilization. The goal of this initiative is twofold: first, to help academic units foster the development of new knowledge, in collaboration with external partners—all of whom bring both needs and expertise to the table; second, to `improve the flow of knowledge between the university and external communities/partners. Each project undertaken emphasizes the mobilization of those within the university (i.e., faculty members and professional staff) to enhance institutional support in a manner that complements and indeed leverages existing services already offered within the institution. This presentation will outline the process that was undertaken in developing the program, identify some of its achievements, and provide an opportunity to discuss some of the challenges that were encountered undertaking this initiative within a mid-sized, comprehensive university comprised of seven faculties and schools working to provide coordinated, institutional support for KMb.

COMMUNITY PARTNERSHIPS

LINKING EFFORTS ON KNOWLEDGE MOBILIZATION SPECIAL CONNECTION TO THE NHS CONFEDERATION, MANCHESTER, UNITED KINGDOM, HSRN SYMPOSIUM DELIVERING BETTER HEALTH SERVICES

In November 2011, Jill Fairbank, CLAHRC Support Programme Manager at the National Health Service Confederation in the United Kingdom approached Peter Levesque at Knowledge Mobilization Works about linking the Canadian Knowledge Mobilization Forum to their annual national research and implementation themed conference that attracts approximately 350 delegates from across different communities.

The NHS Confederation works within research networks team to support km activities.   They work with both the health services research community and NHS leaders to try to bring the communities closer together via learning and dissemination events; skill development workshops to improve uptake and use of research; and also package research in the form of briefing products and interactive webinars. By coincidence, their conference and the CKForum were to be held on the same dates.

Via a series of email, telephone, and one face-to-face conversation, it was decided to connect participants at both events using Skype and video cameras. The NHS Confederation panel in Manchester, UK was linked to the open plenary room in Ottawa. Introductions were made and then a series of questions and answers were exchanged between the panel in the UK and the participants in Ottawa. Despite the imperfections of the Internet connection, participants from both countries were able to share lessons learned and to widen the discourse on effective knowledge mobilization.

WHAT WILL KNOWLEDGE MOBILIZATION LOOK LIKE IN 5 YEARS?

Dr. David Phipps,
Director, Office of Research Services, York University

Dr. David Phipps, *Director, Office of Research Services, York University*
Dr. Phipps received his Ph.D. in Immunology from Queen's University (Kingston, Ontario) and undertook post-doctoral studies in HIV research at the University Health Network (Toronto). After leaving the lab he built a career managing academic research holding successively senior positions at the University of Toronto Innovations Foundation (Manager of Biotechnology and Life Sciences), Canadian Arthritis Network (Director of Business Development) and Canadian Institutes of Health Research (Director of Partnerships). In 2001 Dr. Phipps completed his MBA from the Rotman School of Management (University of Toronto).
Dr. Phipps is the Director of Research Services and Knowledge Exchange at York University where he manages all research grants and contracts including and knowledge and technology transfer.
Dr. Phipps authored the first grant offered by the tri-council Intellectual Property Mobilization program funding knowledge mobilization in partnership with the University of Victoria to build the infrastructure for a KM network. He also authored York's Knowledge Impact in Society grant piloting local KM operations.
As Principal Investigator on these 2 grants funding York's knowledge mobilization activities Dr. Phipps is leading York's Knowledge Mobilization Unit that provides services to researchers, community organizations and government agencies who wish to use policy and practice related research to inform public policy and social programming. Dr. Phipps has also been awarded a SSHRC grant to evaluate the utility of research summaries to communicate the outcomes of social sciences and humanities research to research users.

Dr. David Phipps began his talk with a discussion of various evaluation measures currently in place to examine Knowledge* activities.

"Research is measured at the level of the user, not at the level of the researcher"

Such measures look at outputs such as the number of faculty involved, information sessions held, collaborations brokered, blog posts, twitter followers, tweets, research summaries written, and funding raised. Evaluation of K* activities is complicated by the fact that, since K* enables social innovation, impact takes time, and that evaluating relationships is difficult. However, there are tools being developed that are making attempts to evaluate K* in new and innovative ways.

David looked into his crystal ball and shared his vision of what K* will look like in five years. He talked about K* as a profession and the types of training needed to develop the profession. He identified a gap where, while we are now using social media to get information to people, the listening side needs to be developed and that type of engagement is a tough slog.

David's crystal ball said we will not come to a resolution about what to call ourselves with a single term but that the future will hold greater awareness of our profession as requirements for K* from organizations such as CIHR and SSHRC will drive culture change and with increasing requirements for community based research.

At the end of the presentation, David collected predictions from the audience and commented off the cuff. Participants were asked to write down where they thought would be relevant, important or resolved in 5 years. The summary that follows groups the predictions into three categories: culture & practice; systems & networks; impacts & outcomes, along with David's predictions.

"The Magic comes when we ask our partners what happened."

Culture & Practice was by far the most common category, perhaps because Forum participants were predominantly (but not exclusively) practitioners whose focus is on what daily activity and whose practice is also likely more developed than thinking of impacts and systems. Participants felt in 5 years we would have:

- New structures dedicated to KMb
- Brokers in and out of universities
- Established a well-known KM channel
- Cross sectional, cross discipline relationships
- Expanded community capacity to engage in research/capacity
- Evolved so that everyone knows the difference between knowledge transfer or knowledge dissemination and implementation
- Clarity (distinction from communication); Credibility (as a valid profession) and be Cross-cutting (from multiple disciplines)
- Ability to differentiate "good KTs" vs. "bad KTs"

We are already seeing new institutional structures with brokers inside and outside universities such as the Rick Hansen Foundation, university based KMb Units, and the Canadian Water Network, each of which have members who are part of a growing KTE CoP across Canada providing a channel or platform for connecting practitioners and researchers. As far as David can tell, York University and the United Way of York Region are the only ones who have jointly invested in a community based knowledge broker to complement the work of the university based knowledge brokers. This is already starting to create infrastructure to build community capacity to engage in research. As our knowledge brokering becomes more sophisticated we will both deep end our understanding of different practices arising from different disciplines. David's crystal ball is not certain we will have absolute clarity on roles that span from writing in clear language to implementation science but there will be more clarity on what we are not (communications for example).

Impacts & Outcomes is always a holy grail so it was surprising that more people didn't offer predictions about articulating the impacts of our work. Perhaps the participants felt (as David does) that we will have better tools to articulate impact but we will fall short of a Return on Investment calculation on our work. The audience suggested that in 5 years we will have:

- Return on investments from KT
- More KT-driven legislation and more examples of evidence-based medicine
- See impacts sooner

David's crystal ball thinks we will have practices that better connect decision makers (legislators and clinicians). We are seeing funding agencies in Canada and elsewhere requiring grantees to articulate KMb strategies and collaborate with non-academic research partners. We will continue to develop relationships between evidence and decisions but remember that evidence and research is only one input into decision making and evidence neither votes nor pays for treatments. There will always be voices screaming louder and in a more timely fashion than evidence.

Networks & Systems are on our minds. We have started to work in networks such as the ResearchImpact-RéseauImpactRecherche network of university based knowledge mobilization units, NCEs such as the Canadian Water Network, The Rick Hansen Knowledge Mobilization Network of spinal cord injury rehab sites, KTE CoP and the international K* initiative. These serve many roles from loosely organized networks supporting practice to networks supporting implementation. In 5 years participants predicted we would:

- Establish a global knowledge network to connect knowledge producers, researchers, end-users, etc.
- Establish the KMb galactical empire (growth of KMb)

While the crystal ball did not know about galactic empire, but the K* initiative has started connecting knowledge brokers between industrialized and developing countries. The profession will move in this direction but needs to be aware of and working with established global networks such as the Global University Network for Innovation, Global Alliance for Engaged Research and the Living Knowledge Network.

Participants are invited to check back in 5 years to see if any of this is anywhere near accurate. However, accuracy now isn't the point. By thinking about the future, we naturally consider how to reasonably build on our current practice. By aiming 5 years out we illustrate what is well developed now (culture and practice) and what needs attention to get there (networks, systems, impacts and outcomes).

Knowledge Café

WORLD CAFÉ METHOD

Drawing on seven integrated design principles, the World Café methodology is a simple, effective, and flexible format for hosting large group dialogue.

World Café can be modified to meet a wide variety of needs. Specifics of context, numbers, purpose, location, and other circumstances are factored into each event's unique invitation, design, and question choice, but the following five components comprise the basic model:

1) Setting: Create a "special" environment, most often modelled after a café, i.e. small round tables covered with a tablecloth, butcher block paper, colored pens, a vase of flowers, and optional "talking stick" item. There should be four (to six) chairs at each table.

2) Welcome and Introduction: The host begins with a warm welcome and an introduction to the World Café process, setting the context, sharing the Cafe Etiquette, and putting participants at ease.

3) Small Group Rounds: The process begins with the first of three of fifteen to twenty minute rounds of conversation for the small group seated around a table. At the end of the twenty minutes, each member of the group moves to a different new table. They may or may not choose to leave one person as the "table host" for the next round, who welcomes the next group and briefly fills them in on what happened in the previous round.

4) Questions: each round is prefaced with a question designed for the specific context and desired purpose of the session. The same questions can be used for more than one round, or they can be built upon each other to focus the conversation or guide its direction.

5) Harvest: After the small groups (and/or in between rounds, as desired) individuals are invited to share insights or other results from their conversations with the rest of the large group. These results are reflected visually in a variety of ways, most often using graphic recorders in the front of the room.

The basic process is simple and simple to learn, but complexities and nuances of context, numbers, question crafting and purpose can make it optimal to bring in an experienced host to help. Should that be the case, professional consulting services and senior hosts are available through World Cafe Services and we would be happy to talk with you about your needs. In addition, there are many resources available for new World Cafe hosts, including free hosting guides, an online community of practice, and World Cafe Signature Learning Programs.

http://www.theworldcafe.com/method.html

Forum participants were invited to participate in a Knowledge Café where they would brainstorm the answers to the following questions as they moved around the room.

QUESTION #1
What have been your best results with knowledge mobilization practice?

Participants enumerated various types of results that they have achieved with their practice including:

Effecting changes in target audience behaviour – through engaging policy makers and effecting policy change in government, establishing clinical practice and screening guidelines, encouraging health behaviours in a target group and changing public attitudes.

Publication and tools development - creating tools measuring financial literacy in seniors and reducing asthma; producing clear language research summaries; and increasing exposure though websites, publications, on-line communities, and downloads.

Provision of services – such as outreach; capacity building among students, researchers and knowledge users; promotion of research expertise to potential partners; mediating on the behalf of stakeholders; conducting appreciative inquiries; events, such as lunch and learn sessions; creating awareness in new ways (e.g., Arts informed research); and obtaining funding.

Creating relationships - bringing the right people together; creating networks; supporting collaborations between researchers and users and integrating user issues into research questions, plans and outputs; creating strong partnerships that have lasted beyond projects; aligning cultures; engaging stakeholders and identifying

ambassadors and champions; "bringing together unusual suspects"; and effecting increased and more effective sharing among colleagues (e.g., establishing a Briefing notes database and implementing knowledge management strategies).

Changes in K* professional practices - increased consulting with target audiences to ensure the format fits their needs and is defined in ways that work for them, establishing K* requirements through setting objectives and conducting needs assessments; evaluating the outcomes of a link that was made and of a developed tool; and promoting acceptance of the value of evidence of all sources by all players.

QUESTION # 2:
What supports do you need for knowledge mobilization?

While every group noted the need for a greater level of financial support, there were many other common themes that arose among the groups:

People and relationships figured prominently in the input from all groups in terms of needing effective leadership, champions (from within and outside the organization), engaged stakeholders; and most importantly networks with researchers, advisors; experts and those doing similar work.

Human resource issues included the need for staff and administrative support (e.g., for engagement support, database management and event management); the need to have protected time to do K* activities, including allocating fewer projects and where practitioners could devote more intensity per project; that K* be formally recognized in job descriptions and work plans and built into

performance reviews, and that roles be clearly defined; the need to ensure diverse skill sets on a team; and the need for training and professional development.

Recognition in terms of valuing the time and effort spent by K* professionals, as well as in terms of supporting, rewarding and requiring K* activities among academics.

The need for technological supports such as data management and people tracking systems, communication and collaboration platforms, and web support.

The need for tools to build capacity, overall and organization-specific, to adapt knowledge for different audiences, and to support researchers to do K*.

There was a *need for greater awareness* within the public and organizations of the K* process and benefits.

There were *conversations about language,* in terms of about what K* practitioners call themselves; in terms of a call for using plain language; in terms of communication within organizations; and in using inclusive terms such as "our research" rather than "my research".

The most talked about topic seemed to be *the need for a supportive environment* and this took a number of paths:

- There was an identified *need for support* for K* activities at the organizational level in addition to the HR issues noted above. Organizational supports called for included commitment from the organization; senior level, researcher, co-worker and stakeholder engagement, buy in and support; long term sustainable support; and a organizational culture aligned with K* objectives.
- *Silos need to come down.* There needed

to be an institutional support and increased capacity for linkages between universities and communities, and across departments within universities.

- Some of these issues could be improved through *strategic planning* through talking to research and policy senior managers and staff to create awareness, build capacity and get buy-in; through integrating K* activities into existing structures; through getting leveraging existing mechanisms such as getting on to the agendas of existing meetings and integrating KT into existing tools.
- There is a role to play of *feedback, evaluation* and promoting what works within an organization.
- Finally, there was a call for organizations to *identify new ways to deal with intellectual property.*

QUESTION #3:
What are the three actions you can take right now to improve knowledge mobilization in your organization?

While funding was a prominent answer in the statement of supports needed in the first two questions, outside of making the business case for the "return on investment" for K* activities, it was not really mentioned among the the actions that could be taken. This may be because it was not within the control of K* practitioners. Actions that were recommended included:

Human Resources related actions such as ensuring protected time; valuing and rewarding K* skills, as a core competency within organizations, in addition to the dedicated K* positions, through hiring and promotion practices; and recognizing other forms of research success than just peer

reviewed journal publication by changing the incentive structure; and empowering K* staff.

Increasing recognition and awareness of the value of K* professionals and their activities both within our organizations and by the general public through gaining an understanding the "chain of command" and who to talk to effect change within our organizations; through sharing success stories to increase buy-in from management , through identifying champions for K*and using them to help get buy-in from others; through finding ways to infuse K* throughout the organization; through identifying K* as a strategic priority in our respective organizations; and through promoting and valuing all parts, components, and aspects of K* regardless of who in the organization is performing it.

Improving communication among K* practitioners for sharing success stories and addressing challenges.

Building relationships and fostering social connectedness, through meetings, engaging end users, collaborators, and other stakeholders. Addressing problems though clear identification of problems, setting attainable goals and developing a plan to reach them.

"***Practice what we preach***" in terms of modeling the evidence about the best practices in K*, ensuring that communication is two way (ensuring

A knowledge services architecture for mobilizing knowledge to support decision making
Albert Simard, Defence R&D Canada

Although knowledge work is predominantly unstructured, the systems that support it are semi-structured and the technology that supports the systems is fully structured. This paper describes an architecture that links three conceptually similar types of knowledge work - intelligence, mobilization, and integration to the knowledge services that underlie and support the work. The three functions are similar in the sense that they all gather content from multiple sources, combine it into a wholistic view, analyse it, interpret its meaning, and recommend organizational actions. The core model is based on a set of questions: who, what, when, where, why, and how work is done. Flow charts and tables identify and describe each step of the work flow.

Linking knowledge mobilization and innovation in healthy and safety in Ontario
Sandra Miller, Kiran Kapoor

Building a Knowledge Mobilization Framework @ WSPS At Workplace Safety & Prevention Services, Knowledge Mobilization is about making connections so that our collective knowledge is ready to use, and will create new value and benefits for our people, clients, and communities. As the largest not-for-profit health and safety association in Canada, we see the value that reframing ourselves as a knowledge company will have on our business. This sharing session will highlight the start of our journey, and some of the steps we are taking towards integrating KMb into our organizational culture, including understanding our state of readiness, current tools and practices, and where we are heading next.

Establish drivers to facilitate Knowledge translation in the OHS research environment
Charles Gagné, Institut de recherche Robert-Sauvé en santé et en sécurité du travail (IRSST)

Knowledge translation is an increasingly widespread practice in the research community. It is a process that, as a research and granting organization, the Institut de recherche Robert-Sauvé en santé et en sécurité au travail (IRSST) uses to promote the appropriation of research results in the workplaces.

The objective of this presentation is to present the Research and Knowledge Translation Cycle developed by the IRSST and to focus on the conditions to enhance stakeholders' participation in KT activities in the Occupational Health and Safety (OHS) research environment.

Since the establishment of these conditions and the application of the key drivers, the KT strategies have increased, evolved and changed in order to better meet the realities and needs of partners, both scientific and social. A presentation of the existing challenges will also be made.

Do we need a big bridge to cover a small gap since we're all on campus or do we need a small bridge to cover a large gap between research and practice?

Moderator: David Phipps, Director, Research Services and Knowledge Exchange
Panelists: Michael Hynie, Associate Professor, Department of Psychology
Steven Gaetz, Associate Professor, Faculty of Education
Michael Johnny, Manager, Knowledge Mobilization, Office of Research Services
Raymond Hyma, Knowledge Mobilization Officer, CERIS - The Ontario Metropolis Centre

York University is home to many researchers who engage with non-academic research partners and integrate knowledge mobilization and engaged scholarship throughout their research program. York is also home to Canada's leading Knowledge Mobilization Unit that is fully integrated into the university's research enterprise. So why are we only now starting to talk to each other? At one of Canada's leading universities for engaged scholarship and knowledge mobilization why hasn't the scholarship of knowledge mobilization been closely coupled to the practice of knowledge mobilization? What will it take to build a bridge to the person who works next door?

These are some of the questions this panel will explore. The panel features two researchers and two full time, professional knowledge brokers from York University who will tease out the different perspectives on issues such as incentives and rewards, the language of knowledge mobilization/translation/exchange/engaged scholarship and the role of knowledge brokers as researchers and researchers as knowledge brokers.

It might turn into Family Feud. It likely won't turn into Jerry Springer. It will definitely be a debate but one that will help to understand the emerging role of the professional knowledge broker who is (or should be) seeking out knowledge mobilization research to inform knowledge mobilization practice. Now back to the question of a big or a small bridge…

A tailored, collaborative strategy to develop capacity and facilitate evidence-informed public health decision-making: A case study of three Ontario health departments
Maureen Dobbins, Health Evidence (McMaster University)

Health Evidence is a research/service organization with the mandate to facilitate access to systematic reviews evaluating public health and health promotion interventions, as well as to contribute to the development of capacity and culture for evidence-informed public health decision making in Canada and beyond. Our registry (www.health-evidence.ca), launched in 2005, currently houses 2,475 quality appraised reviews and receives approximately 45,000 visits per year from 156 countries. Our knowledge translation (KT) strategy has been informed by research into: barriers and facilitators to KT; information needs of public health professionals; the use of systematic reviews in provincial policies; where research evidence fits into decision-making; and the impact of KT strategies on evidence-informed decision making. As we prepare to launch a new site, showcasing both our organization and an improved searchable registry, we reflect on our past, our present, and our future.

WHAT DID WE LEARN YESTERDAY?

At the beginning of the second day, Sandra Miller, VP of Innovation and Knowledge Mobilization at the Workplace Safety and Prevention Services discussed what she does to mobilize knowledge and then took the group through a discussion of what was learned during the first day.

Sandra reminded the group of the importance of meeting people where they are, to get the trust and build the relationships to deliver the message. She used the example of how her organization's Knowledge Brokers keep a long black skirt, white blouse and a cap in their car, so that they are appropriately and respectfully dressed when they take their safety messages to Mennonite community members.

She asked participants to respond to three questions in summarizing the previous day's learnings:

"Just because you know something does not mean it will get out there."

- What surprised you?
- What was something that you learned that you could not wait to share with someone else?
- What did you value most of yesterday's experience?

"We are a knowledge company. We deliver knowledge via different vehicles."

Participants were surprised by how much people in this sector love their job; that there was an enormous passion, dedication and excitement about K*; that there had been no discussion about actions to take and behaviour change in the first day; that while there were success stories and action happening in health and IT, these results are not always seen in the education sector; that there were so many K* practitioners – that we are not each as alone as we thought; that there was such a diversity of sectors represented at the Forum, and that cross fertilization across fields was exciting and that there were a lot of commonalities across that diversity in terms of challenges, support needs and opportunities. Finally, it was noted that even 'though we don't know what to call ourselves, it's time to just get on with the job.

Things that participants could not wait to share included excitement about Arts Based dissemination and figuring out how to use it and leverage campus resources to get K* into other practices; the message from the Family Feud session that "tracking impact in complex systems is almost impossible"; the logic model shared by Water Networks; and Graeme's talk and how it gaming could inspire education.

Value was placed on the interdisciplinary cross-over space created at the Forum; the networking done and the follow-ups planned; the openness among participants regarding their attendance and desire to learn, the diversity; and finally the absence of nay saying in the room and the emphasis on how and why things can be done.

START WHERE YOU ARE
Transforming knowledge partnerships through engagement & social innovation

Linda Hawkins
Director, Institute for Community Engaged Scholarship, University of Guelph

Linda Hawkins is the co-founder of the Institute for Community Engaged Scholarship at the University of Guelph, which builds capacity for engagement among community, faculty and students.

Linda is known for creating deep linkages between the academy and community benefit organizations through the Research Shop – an innovative interdisciplinary response that operates around and between university and community silos. Her knowledge brokering fits in the context of designing and facilitating community-university partnerships around the complex issues of civil society.

Linda was previously executive director of the Centre for Families, Work and Well-being, a highly successful centre attracting 2 community-university research alliances focusing on issues around gender work and care (father involvement and rural women's livelihoods).

She currently serves as part of the national team for a collaboration of 8 Canadian universities and Community Campus Partnerships for Health focusing on building rewards and development opportunities for engaged scholars.

Linda Hawkins addressed the questions:

- How do we move from an intention to change the systems we work in to realize unknown, exciting and creative outcomes?
- What kind of processes strike a balance between the control required to conduct research and other ways of knowing, and the letting go required to see what might be possible without preconceiving the end point?

Community based research and community engaged scholarship is transforming practices and policies. There is a need to link community members who want to know about a topic with the researchers who want to examine that topic. That process needs to be managed to ensure the right links are made, the right individuals are representing the University and the public profile of the University is upheld in the community.

In describing the process of designing the School for Civil Society at the University of Guelph, Linda quoted Pema Chödrön who tells us to "start where you are;" that you have everything you need to start change. Linda introduced the "U" process: a U-shaped graph that describes the process of engagement and change (see slides for further detail) from identification of the issue to realization of the change. She told participants that they can get things done by identifying the currency of their organization, which may not be cash.

"It's about transforming your partnerships and then using these partnerships to change the world."

Finally Linda addressed concerns about dealing with the power differentials between academia and community members. She noted that the relationship has to be reviewed all the time; that it was important to recognize the dynamics in the room and to be aware of the language that is used. Strategies include leaving the titles and degrees off name tags, meeting in places familiar to community members, such as church basements and community centres. Her final piece of advice was that humility is the most important quality that on can have in this type of work. It's important to ask those involved to tell us how we can work together rather than being prescriptive.

CHANGING HOW WE CONNECT

Alfresco Share: connecting minds for measurable results
Ingo Peters, Domingo Informatics

Knowledge Mobilization strategies demand certain tactics and tool sets to reach their stated goals. This talk is about using a specific tool set, Alfresco Share, to accomplish the following:

- to enable researchers to have an electronic conversation with participants outside of their organization
- to meld traditional knowledge management systems with cutting-edge social media
- to provide information in the proper context, so that it may be transformed into knowledge; and
- to provide a framework for measuring the success of these tactics

The presentation will combine theory and practice. In the first half we will talk about the strategic goals that this tool will help to accomplish. In the second half there will be a live demonstration of the technology.

The Ease of Sharing Academic Knowledge in a Business to Business (B2B) Model: How do we Package this for Public Institutions?
David Yetman, ItSticks

Knowledge mobilization managers and knowledge brokers typically find themselves in a " system" meaning they work for a public institution; a government agency, university of NGO. Outside of technology transfer, there are very few examples of knowledge brokers who share academic knowledge in a business to business (B2B) model. David Yetman, owner of ItSticks Inc. and a full partner in the TotalGroup of Companies, talks about his experience sharing academic research in a B2B model and compares that to his experience working for an academic institution and a research institute as a knowledge broker. There are remarkable differences!

From Dependence to Empowerment: Using Human Rights-Based Approaches to Programming in Service Delivery
Julie Cook, Universalia Management Group

The term 'human rights' is used widely in many sectors, but how is it relevant when providing services? What does it mean to operationalize the concept of 'human rights' throughout your projects and programmes? This presentation will focus on building the capacity of those that provide front-line services to take a human rights-based approach to programming. This approach, used increasingly by UN agencies and international NGOs, moves away from traditional notions of charity and dependence on services to embrace the principles of participation and ownership, non-discrimination, indivisibility, and accountability, among others.

HEALTH AND WELL-BEING

Exploring the process that led to the adaptation and promotion of an evidence-based tool for healthcare professionals: ÉMAF

Rachel Benoît, Ginette Lévesque, Julie Dutil, Centre de liaison sur l'intervention et la prévention psychosociales (CLIPP)

This presentation will focus on one of CLIPP's latest knowledge transfer (KT) projects: l'Échelle de Montréal pour l'évaluation des activitités financières (ÉMAF). This clinical assessment toolkit has been designed to measure adults' functional capacity to manage their daily financial activities. We will describe the process that led to the adaptation and promotion of this clinical assessment tool. Looking back over this experience, we will discuss how KT was applied according to CLIPP's logic model. We will conclude the presentation by identifying what we learned throughout this project in regard to CLIPP's TK practice. We will talk more specifically about the benefits of taking into account users' needs in order to enhance the use of research. We will also highlight the fact that KT projects are highly contextualized and require flexibility and strong interpersonal skills.

TEAM-beta: Treatment and Evidence Algorithmic Mapping – a platform for an efficient decision support tool for clinicians, researchers and funders

Dalton Wolfe, Parkwood Hospital — Lawson Health Research Institute

Rating and syntheses of health research evidence has increased exponentially over the last decade. The variety and complexity of rating systems and products of syntheses (eg: clinical practice guidelines) is increasingly difficult to navigate, especially for busy front-line clinicians and other knowledge users that routinely interpret the evidence. Our solution involves placing the evidence and syntheses within a clinical context (care pathway or treatment algorithm) to make information more intuitively accessible and easy to understand. Initial efforts have been to develop a prototype of Treatment and Evidence Algorithmic Mapping (TEAM-beta) in the area of pain management for persons with spinal cord injury. Having an evidence-informed treatment algorithm within a web-based platform allows front-line clinicians to retrieve just-in-time information at the bedside for effective clinical support. Similarly, this map of evidence will allow for immediate visual understanding of needs and gaps for the use of researchers and funders.

Evidence-based policy making and practices to improve access to care in Burkina Faso: a knowledge brokering initiative

Christian Dagenais, Université de Montréal

This presentation describes the development and implementation of a knowledge brokering initiative in West Africa. In order to adapt the activities to the local context, the authors held two participatory workshops involving 20 decision-makers from Burkina Faso at the national and local level. This initiative pertains to larger effort to encourage knowledge uptake, favour evidence-based decision-making and calls for more equitable health care access in one of the poorest country in the world.

GLOBAL ISSUES

Evaluation of the effectiveness and knowledge mobilization pocket tools

Laura Watts, Lynn MacDonald, National Initiative for Care of the Elderly (NICE Network)

To say that there is an age-wave in Canada, and internationally, is nothing new. In Canada, by 2015 seniors will outnumber children, and by 2036 fully one quarter of the Canadian population will be over the age of 65. But world-wide we are grappling with how to ensure that the right people have the right information at the right time, in order to promote a positive society for its aging population and to reduce harmful myths and discriminatory stereotypes. It is the issue of our time. In response, the National Initiative for Care of the Elderly (NICE Network) was founded as a National Centre of Excellence in 2005 as the national knowledge transfer network of seniors, students, policy makers, academics and practitioners. Knowledge is evidenced-based and informed by the best in research, policy and practice. One of the key methods of knowledge mobilization has been the creation and dissemination of more than 80 evidence-based pocket tools that are used across Canada and internationally. The popularity of the network and the tools has raised the next logical question - "how to we evaluate the effectiveness and knowledge mobilization of these tools?". In short, how to we know it is actually working? This session will tell the remarkable story of the NICE network, and engage participants in a dynamic exploration of "measuring success" in the field of knowledge mobilization.

The peril of leaving "knowledge whatever" (KW) exclusively to those who practice nothing but modern-day versions of science

Howard Schachter, Consultant

The perspective that underpins modern-day practices of science typically constrains 1) how knowing can happen, 2) what is eligible to be/come known, and 3) how quantitative or qualitative reflections on-and-of knowing, its knowables and the experience of knowers are offered to those with a stake in what the knowing reveals and affords. It may be time for the "science-intoxicated" to awaken to the ways in which they function moment-to-moment as integral expressions of Reality, which if minded might give pause to their sometimes clever ways that essentially amount to fulfilling a self-prescribed need to intervene with special expertise to reveal/interpret the "real," often "non-obvious" meaning of knowables especially for non-experts, but also for fellow members of the Academy. These acts by which the value of their perspective-as-collective-identity is (pre)served, by definition exclude various other, typically "alien" ways of knowing, knowables and KW that are offered here as no-less-intoxicating possibilities.

Michael Tamblyn,
EVP Content, Sales & Merchandising at Kobo Inc

Michael Tamblyn spoke about the new relationships being formed between authors and readers, publishers and authors and publishers and readers as a result of e-publishing. A re-examination of all of these relationships and of what is salable is being forced by this new way of publishing.

Michael presented four principles of self-publishing:

"E-publishing has redefined who are the gatekeepers."

- Anyone can be an author. There are three basic types: those who have never written a book; orphan authors who have been shed by traditional publishers; and ongoing active authors who have different books that are non-traditional for their publisher.
- The more control you give an author, the more they will experiment.
- The more data you give an author, the more successful these experiments will be.
- Do everything you can to connect authors and readers.

Self-publishing, via Kobo *Writing Life* will create an environment where authors are more involved in the publishing process. Authors have the opportunity to run direct marketing campaigns, run their own promotional websites, manage their own translation process for marketing in other languages and countries and set their own prices.

"Some professors are placing their notes on Kobo for their students to download for free."

There are several exciting new features on the new Kobo readers:

- KoboPulse is a feature on some readers which permit readers to have a discussion with others who are reading the same page.
- Kobo Author Notes allows authors to provide commentary at specific places in a book; authors are finding the reactions from readers are valuable.

There will be a Kobo Community of Practice for self-published authors coming soon. These new developments in e-publishing bring new possibilities and opportunities for K* practices.

Michael Tamblyn, EVP Content, Sales & Merchandising, Kobo Inc. At Kobo Michael is responsible for sales, publisher and industry relations, content acquisition, and the merchandising experience across all of Kobo's web and mobile services. He co-founded Canada's first online bookstore Bookshelf.ca, which was purchased by Indigo Books & Music in 1998, where he served as vice president of online operations. Most recently, Michael was the founding CEO of the supply chain agency BookNet Canada, where he launched the national sales reporting service BNC SalesData and authored the publishing technology call-to-arms, "Six Projects That Could Change Publishing for the Better." Michael has a Masters in Business Administration from University of Western Ontario.
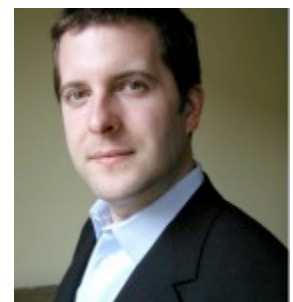
KNOWLEDGE MOBILIZATION SPRINGBOARD

BUILDING ON THE DRAFT GREEN PAPER PRODUCED BY THE K* CONFERENCE

Furqan Asif, United Nations University, Institute for Water, Environment and Health (UNU-INWEH) introduced the springboard activity with a discussion of the activities of the K* Conference, held earlier this year.

What is K*?

Knowledge Intermediaries are playing key roles in considering how relationships between policy and practice, research and other types of knowledge can be made to function better. They are practicing Knowledge Management (KM), Knowledge Mobilization (KMb), Knowledge Translation and Transfer (KTT), Knowledge Brokering (KB), Knowledge Adoption (KA) and a number of other activities now collectively termed K* (KStar). Many agree, that while terminology is important, what is being done is closely related/fundamentally similar.

This emerging and vibrant, yet diffuse and dispersed Knowledge field has grown considerably in the past decade. Important initiatives are taking place in international development, agriculture, education, health, climate science, and environmental sustainability, among others. However, because of a lack of awareness of what is happening elsewhere, and because it is challenging to share practices and ideas across sectors and jurisdictions, wheels are being reinvented:

- Academics who work in a particular sector are unaware of similar work going on in another
- International donors find it difficult to understand the common themes in K* and assess the impact of funding to improve the relationship between knowledge and policy
- Non-government and civil society organisations are unable to fully share their experiences of working as knowledge intermediaries between citizens and policymakers
- Individuals and organisations functioning as knowledge brokers do not have a common framework for understanding how to improve their effectiveness
- Policymakers in developed and developing countries do not have a clear sense of how to effectively use K* practices

> **Key partners:** International Development Research Centre; Ministry of Natural Resources Canada and the Canadian Water Network
> **Supported by:** Public Health Agency of Canada, Ontario Ministry of Agriculture, Food & Rural Affairs, Water Canada, York University, Canadian Science Policy Centre, ResearchImpact, Domingo Informatics Inc, Knowledge Mobilization Works, Policy Integration Unit – Health Canada, Neurodevnet and the City of Hamilton
> **International partners**: Overseas Development Institute, Delta Partnership, GDNet Connect South, UNU-Vice Rectorate in Europe, International Network for the Availability of Scientific Publications, and the British High Commission in Ottawa.

The K* 2012 Conference

Held over three days (April 25 – 27, 2012) the international K* 2012 conference was convened by the United Nations University – Institute for Water, Environment and Health (UNU-INWEH) in Hamilton, Ontario, and brought together close to 60 people working in the Knowledge field working across 17 sectors from 20 countries. The event was chaired by Dr. Alex Bielak, Senior Fellow and Knowledge Broker in the Freshwater Ecosystem Programme at UNU-INWEH with Louise Shaxson, Research Fellow at the Overseas Development Institute as Vice-Chair supported by distinguished Steering and International Advisory Committee members. The meeting was organized in concert with a variety of Canadian and international partners, including federal, provincial and municipal levels of the Canadian Government.

In brief:

- K* 2012 successfully established a baseline understanding of the global K* community and the beginnings of a global learning network.
- Draft annotated Green Paper prepared prior to conference and included analysis of participant inputs to a survey conducted before the event
- High level of interaction: the conference built momentum with conversations that are continuing to be broadened via the online development of the Green Paper (see 'how you can participate' section below), and ultimately, the publishing of a White Paper that will be used for individual organizational purposes as well as serving the K* community as a whole.
- 17 case studies and over a dozen marketplace presentations produced for discussion at the conference
- Outstanding reach: over 120 participants from 40 countries signed up for the available webcast

Moving Forward

- Collectively, a number* of key areas identified with top three taken up for priority action:
  - Establishing and sustaining a global Knowledge network;
  - Assessing the impact of K* activities;
  - K* in developing countries and the democratizing of different knowledge(s)
- Key findings from the conference will be distilled for a series of potential publications stemming from the conference.
- KStar featured in the Careers section of the journal Science (http://tinyurl.com/6mulpeo)
- Continued development of the Green paper/White paper. Leads and supporting teams were established to move elements of this forward, including an overall coordinating role by UNU-INWEH.
- First-ever comprehensive compilation of K* tools/tool kits through crowd-sourcing (http://tinyurl.com/74wu74q)

*Other areas included:

1. K* Essentials/Foundations [Note: a new section of the Green paper is in preparation to expand on this]
2. What are the skills/knowledge that are needed in knowledge brokering /in knowledge broker role
3. K* within innovation systems
4. Social Media – Moving from dissemination to engagement
5. Stories about adoption of social media and other technology in support of K*
6. Engaging scientists/researchers in K*
7. How you can participate
8. Answer survey questionnaire provided
9. View/Contribute to Green Paper via www.knowledgestar.org (to obtain editing privileges, please email admin@knowledgestar.org)
10. Contribute to and benefit from the published K* tools/tool kits available (http://tinyurl.com/74wu74q)

How you can participate

- Answer survey questionnaire provided
- View/Contribute to Green Paper via www.knowledgestar.org (to obtain editing privileges, please email admin@knowledgestar.org)
- Contribute to and benefit from the published K* tools/tool kits available (http://tinyurl.com/74wu74q)

Springboard

Participants were asked to address three topics:

- Resources: What do we need to pool our resources together and to attract new resources?
- People & Partners: How do we attract, train, and retain the best people to support our activities?
- Growth: How do we measure growth and success?

Resources: What do we need to pool our resources together and to attract new resources?

Two types of activities were identified across the discussion groups. Participants noted a need:

- to centralize a repository for cross-sector and cross-platform sharing of resources, tools, case studies, frameworks, success stories and challenges to create synergy, promote sharing and start conversations. Groups noted the importance of capacity for searching and of accessibility, quality control mechanisms, clear language and transferability, that the mechanism allow for feedback and have a loose structure to provide for adaptation of tools. One group suggested that this take the form of ; a meta-network or hub which provides the ability to search across multiple websites.
- for an opportunity for national networking. This could take the form of a national cross-sector Community of Practice or organization, face-to-face meetings, skype meetings, and opportunities to collaborate via social media, webinars and discussion groups. Participants suggested integrating other K* practitioners into member's existing events to leverage and build synergies. One table noted the need to come to agreement on ways to collaborate prior to building a mechanism for sharing resources, so that there is an existing group that can rate and source resources.
- A few groups noted the need for money and grants including, ways to access PHISI grants, while one noted a need for common branding in what we call ourselves and then finding ways to increase awareness among more sectors.

People and Partners: How do we attract, train, and retain the best people to support our activities?

When brainstorming ways to attract, train and retain K* supporters, participants identified the following strategies:

- Many tables mentioned the need for recognition and branding of K* as a profession and clarity about what it encompasses. Participants felt it was important to legitimate and brand the profession through demonstrating impact and the value of the work of K* practitioners; highlighting the benefits of K*; and increasing awareness of who K* practitioners are and the diversity in what they do. Some of the suggested activities that will accomplish this include reaching out to non-scientists, for example communications departments, training policy makers and administrators and sharing stories. One suggestion involved the creation of an article about K* as a profession in the career section of a science journal has a career section.
- Engagement of K* practitioners and potential practitioners was noted as an important activity. This can be accomplished through networking with others doing the same type of work, making jobs interesting where creativity and autonomy are encouraged and creating opportunities for junior practitioners.
- Training was discussed in a general way as a need without in-depth specifics from most tables. However, there was some mention of development of a University course, either at the undergraduate or graduate level, that should take a cross-disciplinary approach and teach skills (communication, research and other important K* skills) and introduce resources. Another table mentioned that employers should drive or sponsor training, while another noted that employers should provide orientation to their particular organizational environment. Training can also be accomplished through membership in a Community of Practice.
- The culture of organizations that use K* professionals can encourage, support, embrace and recognize K* as a profession within the organization and ensure that it becomes part of the organization's mandate with incentives for it to be done. It could be defined as a skill set and the scope of the work could be articulated in job descriptions and embedded in job titles. There was mention that the event planning and administrative tasks could be removed from current job descriptions.
- Funding notes included access to government funding, access to people, resources needed to do their job, and fair compensation.
- Other mechanisms raised include accessing the knowledge gained from investigating why people leave the profession; identifying and attracting people who have a natural interest in K* and removing some of the barriers and frustrations that currently form part of the practice.

Growth: How do we measure growth and success?

This discussion centred around two main themes: defining success and measuring it. In terms of defining what success would look like, a number of suggestions were offered, including:

- growing numbers of people who identify themselves as K* practitioners; of attendees at subsequent forums, and a growing level of attendance by senior staff and directors, rather than just practitioners themselves; of members in online communities; of sectors embracing K*; of networks and partnerships; and of collaborations formed.
- growing institutional awareness, recognition and acceptance among academics, NGOs, funders and the public and by employers.
- increased demand for our services in the community and in institutions, and that these services be integrated rather than an afterthought.
- an increase in the number of universities who count it as activity for promotion, of organizations who include K* in their mission statements and of job descriptions that encompass it.

- an increase in the proportion of funding allocated to K* compared to research; of institutional resources funding and dedicating resources to K* staff; and of funding that require K* activities.

Success was also defined as including the existence of a professional body of some type, of programs that train new comers to the profession, either within a university setting or elsewhere, and in the success of graduate students. Finally, success includes job satisfaction, fulfilment and happiness with the job.

In terms of measuring and evaluating success, a number of issues were raised. Firstly it was noted that it will depend on clarity surrounding what should be measured, indicators of success, what outcomes are expected and ways to measure them. It was noted that there are challenges in measuring end-user satisfaction, impact, usage, behaviour change, the influence of research, and the time frames within which outcomes should be expected to be achieved. Baseline data should collected on the success measures noted above, and subsequently analyzed in terms of changes over time, and comparisons made with the activities and success of other countries. Case studies and stories can contribute to evaluating success. It was noted that all stakeholders should be involved in forming evaluation plans.

"Finally, success includes job satisfaction, fulfilment and happiness with the job."

COLLABORATIVE STATEMENT ON MOVING KNOWLEDGE MOBILIZATION FORWARD

Daryl Rock, Chair World Accessibility Enterprises, Past Chair, Rick Hansen Institute

Daryl Rock summed up the Forum with words of advice.

He noted that we need to decide what business we are in: publishing and improving academic outcomes or improving lives (through influencing and changing behaviour). Knowledge* practitioners need to define who their audience is and what we are trying to influence them to do. K* should be about social change and change at the grassroots level.

Evidence and new research should facilitate such change and influence behaviour, not just inform people. It needs to be the right information in the right format, at the right time and the right content and it's important to work with stakeholders to align these properly. There is a value in putting time and money into partnerships. This includes working with the community to define information needs, working with organizations to develop the messages, testing them and the proposed delivery format with focus groups, and planning an evaluation framework.

> "If we know exactly where we're going, exactly how to get there, and exactly what we'll see along the way, we won't learn anything." – M. Scott Peck

He noted that many funders are shirking the evaluation funding. Peer review panels should include real peers (community reps not just academics).

It's important to find out what information already exists already in both the gray literature (which is an important, legitimate source) as well as the academic literature. In finding out what information your community wants and linking them to the knowledge, an implementation rather than a transfer strategy may be what is needed.

> "We must be willing to fail and to appreciate the truth that often 'Life is not a problem to be solved, but a mystery to be lived.'" – M. Scott Peck

K* is not new and not emerging. What is new is that people are coming together to talk about it and debate it and move forward. He is comfortable with the ambiguity on what it is called.

Daryl busted some myths that he noted had surfaced over the two days. He said we don't need to train academics - they are smart and good at what they do. Rather, we should not also expect them to be good at the K* that we do. K* is another specialization and we should not belittle our own profession; we have a role to play here. Even academics who are effective K* practitioners in their own world of journals and conferences may not know how to practice K* for other audiences.

In discussing what Canada needs, he noted it needs a network with the ability to help K* to happen among K* practitioners. We are not at a place where we can define profassional standards.

Finally, he noted that key success factors to Knowledge* are the courage to blow things up and to stick to the decision that has been made; to trust the system and have the patience to ride out the storm that may come from blowing things up. What we need to explore is how we build K* into other processes such as the tenure track. The process will have to be valid and based on a developed plan. Innovation is about transferring and adapting ideas.

"KMb is very complex and should not be viewed as easy."

Daryl Rock, Former Chairman, Rick Hansen Institute

He is a recognized expert in social development, disability rights, knowledge mobilization, research funding and policy development and has presented at workshops and as a keynote speaker throughout North America. His work has been profiled in the Wall Street Journal and Forbes Magazine.

Daryl retired from the Federal Public Service in the fall of 2008 where he spent the majority of his career working in the areas of research and development and social policy. He subsequently held the positions of Associate Director of Knowledge Exchange at the Canadian Council on Learning and Director of Strategic Programs at the Social Sciences and Humanities Research Council. In 2000 he wrote the book Making a Difference, profiling several Canadians who had made a significant contribution to their community.

In addition to his corporate responsibilities, Daryl has participated on several boards of directors including Chair of the Ontario Neurotrauma Foundation, an applied research organization addressing Spinal Cord Injury and acquired brain injury health and quality of life issues and Chair of Freedom at Depth Canada, a scuba training organization.

He holds a Masters degree in Public Administration, and a BA in political science both from Carleton University as well as a CEGEP certificate in engineering from College Militaire Royale de St. Jean.

The Power of Collective Effort

The first thing that must be said in closing this report on the first Canadian Knowledge Mobilization Forum is that it was a success. It was a success primarily because it was a collective effort from many people. The participants who attended truly attended. They were present, engaged, they asked questions, they sought out answers and they pushed each other's thinking. The Forum was also a success because of great support and volunteers: our sponsors and partners were brilliant with their suggestions and recommendations; Sue Cragg Consulting assisted will all aspects of the planning and report writing; Sylviane Duval and Jesse Cressman-Dickinson were terrific volunteers; and the brave souls that work with me at Knowledge Mobilization Works, Gray Daniels and Mitchell Kutney did double duty as technical assistance and organizers. Without all of this energy, the Forum may have happened but it might not have had the effect it did.

Hopeful Conversations

There were so many positive comments that it is hard to place more importance on one over another but here is a small taste:

"I just wanted to write and say congrats on putting together such an interesting Forum. I really enjoyed my time there. There was lots to learn, lots of "ah-ha!" moments, and a few "oh no!" moments when I'm realizing we might need to go about things a bit differently. I'm sure you've gotten a lot of positive feedback so far, but I just wanted to add my two cents, and let you know how valuable it was to my (and our) work"

"The inaugural Canadian Knowledge Mobilization Forum 2012 was very engaging, with some fantastic speakers. I have been involved in knowledge mobilization for nearly a decade, yet I found the conversations fresh, and the enthusiasm high. I look forward to being there next year."

"Just wanted to say it's been years since I came home this excited about a learning event."

"Thank you again for organizing and hosting an amazing knowledge mobilization forum in Ottawa last week. It was a real blessing to be a part of this pioneer group and I appreciated all of the experience and wisdom that was shared by my colleagues."

"Congratulations on the exciting KMb Forum! Thank you once again for inviting me to take part. It's been awhile since I came away from an event with such a strong sense of hope for the future. Discussion with knowledge brokers from a wide swath of various sectors demonstrated for me the power of better connections. Indeed, sharing is power, as you say."

"I am subscribed. Count me in."

What does the future hold?

When I think about the future of knowledge mobilization I am hopeful. I see more people attracted to the core idea of creating more value for society by using what we know in more effective ways. I see more people dedicated to making sense of the vast amounts

of data and information pouring into our day-to-day professional and personal lives. I see institutions putting in resources – people, finances, training, equipment, leadership – to build processes and capacity to do the hard lifting in their sectors and for those they serve. I see young people enthusiastic to learn and seasoned veterans willing to teach. There is much to be hopeful about.

I am also cautious. There is lots of competition for resources. There are multiple agendas at play including those who seek to enclose the commons. There is always more work than resources available and fatigue can set in without a community to connect to.

Yet, the community is coming together and coming from all sectors: the academy, the non-profits, business, social enterprise, government, and all those spaces in between.

The 2013 Canadian Knowledge Mobilization Forum

We will build on this year's event not by aiming to be bigger – if it happens, it happens. What we are aiming for is the same (or better) high quality speakers, presenters, participants, sponsors, partners, volunteers…in other words – people.
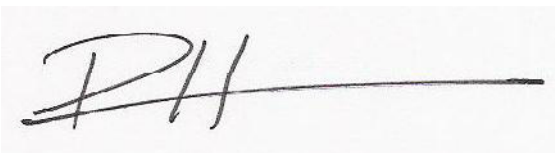
The Canadian Knowledge Mobilization Forum is about people seeking to do the best they can with what they know, to share with others, to learn, to teach, and to be fully participative in a community of people equally dedicated to their respective communities of practice.

We look forward to working with you on this goal – high quality people engaging in high quality conversations to improve the overall quality of our access and utilization of high quality knowledge. By aiming for high quality we recognize that whenever people are involved, we need to be open and aware of the brilliant diversity of perspectives and positions that we bring together.

This diversity of people, perspectives, positions is crucial to a sustainable conversation that continues until the answers we need emerge.

I personally welcome you to join us in Mississauga in June 2013.

Sincerely,

Peter Levesque

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