An Examination of Two Alberta Strategic Clinical Networks
through a Knowledge Translation Lens

Mrklas KJ, Nowell L, Norris JM, & White D

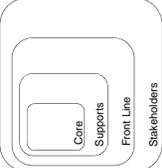Concurrent Session C
2015 CAHSPR Conference
May 27, 2015
Montréal, QC

Slides with blue symbol
are shareable

Research Context

What is a Strategic Clinical Network (SCN)?

✓ Multi-stakeholder team

✓ Cross-provincial

✓ Mandate:
- link with front line
- translate evidence
- improve outcomes

Core · Supports · Front Line · Stakeholders

Research Questions

① How does knowledge and evidence inform QI innovations?

① How do SCNs engage stakeholders in QI innovation activities and how effective are these strategies?

① What are the facilitators and barriers to knowledge uptake and engagement in QI innovations, and how do the SCNs address them?

Study Overview

9 Observations
(Leadership, zone and SCN meetings)

Analytic Filter
-Taxonomy of Barriers & Facilitators
-Theoretical Domains Framework (TDF)
KTA Cycle

Documents
(Scope, Charters, Status Reports)

46 Semi-Structured Interviews
(SCN Leaders, Core Members, Frontline Clinicians, Support Staff, AHS & broader community members)

Key Findings

Engagement · Knowledge Translation · Implementation

Engagement in the Literature

"the active and positive involvement of stakeholders to maintain and enhance the performance of their organization"
(Spurgeon et al 2008, pp.214)

- Engagement: widely accepted as an essential requirement for healthcare QI
(Greenhalgh et al 2004; Spurgeon et al 2008; Simpson 2009)

- Provider engagement → challenging

Slide 1:

Engagement in the Literature (2)

- Effectiveness of networks improved when goals are accepted through active involvement of leaders, professionals who:
  - have appropriate knowledge + involved
    (Provan & Lemaire, 2012)
- Common threads in public, employee, physician and emerging clinician engagement findings
  - clear common purpose
  - reframing values, beliefs
  - opportunities for building capacity, learning
  - building relationships, belonging, trust, transparency
  - feeling valued, empowered to make a difference

(Kahn 1990; Brown & Isaacs 1994; Maslach et al 1997; Davies et al 2007; IAP2 2007; Spurgeon et al 2008; Simpson 2009; Manion 2009)

Slide 2:

Engagement

What does it mean?

two-way contributions
shared decision making
committed
active contribution
stakeholder collaboration
actively involved
participating as peers
iterative dialogue
getting, giving feedback

Slide 3:

Engagement

Two-Way, Multilevel

Facilitators & Barriers

The Inextricable Link with Implementation

Slide 4:

Engagement

Two-Way, Multilevel

Facilitators & Barriers

The Inextricable Link with Implementation

Slide 5:

Engagement

Two-Way, Multilevel

Facilitators & Barriers

The Inextricable Link with Implementation

Slide 6:

Engagement

Two-Way, Multilevel

Facilitators & Barriers

The Inextricable Link with Implementation

"[I] Because sometimes when we implement we roll over, versus roll out. [P] Right." (DON_WG2)

Knowledge Translation

What does it mean?

Push-Pull → Integration

Evidence

Knowledge Translation

What does it mean?

Push-Pull → Integration

Evidence

Knowledge Translation

What does it mean?

Push-Pull → Integration

Evidence

"There's got to be an understanding of each other's realities." (SCN_SL6)

Knowledge Translation

What does it mean?

Push-Pull → Integration

Evidence

Implementation

Challenges

Questions of Mutual Interest

Evidence-Based Implementation

Implementation

Challenges

Questions of Mutual Interest

Evidence-Based Implementation

Slide 1

Implementation

Challenges	
Questions of Mutual Interest	*"...we actually need people connected to us directly, who are in the trenches and who can really help us understand more clearly what the issues are and how we can move our work forward at those levels." (DON_C4)*
Evidence-Based Implementation	

Slide 2

Implementation

Challenges	
Questions of Mutual Interest	
Evidence-Based Implementation	

Slide 3

Implementation

Challenges	
Questions of Mutual Interest	*"I think there are KT tools out there... I think there are people look on KT as a science.... who are experts in it. I think we could benefit from some guidance and advice in this area... It has been a bit of a struggle up until now.... guidance is really what's needed." (B&J_C7)*
Evidence-Based Implementation	

Slide 4

Early Indicators: SCN Success	✓ SCNs frequently perceived positively: *"clinical innovation machines"* (SCN_PL2)

✓ Leaders, policy makers described SCN successes

✓ Know conditions for success:
- ✓ operational alignment
- ✓ organizational influence and partnerships
- ✓ mutually beneficial, acceptable solutions
- ✓ purposeful engagement
- ✓ structural supports

Slide 5

Conclusions

- Engagement is:
  - the foundation
  - 2-way, requires sharing *and* hearing
  - evolving + critical to SCN success
- Questions of mutual interest are key
- KT and implementation are inextricably linked with engagement
- Implementation most impactful but least well-delineated/resourced area
  - Need dedicated expertise + evidence-based implementation approach
  - Need adequate time and resources for implementation success

Slide 6

Alberta Innovates Health Solutions

Alberta Health Services

UNIVERSITY OF CALGARY

Thank you!

Kelly Mrklas, MSc
KT Implementation Scientist
Research Priorities and Innovation

Kelly.Mrklas@albertahealthservices.ca

@kmrklas