Action Plan options following Knowledge Mobilisation Assessment

The actions listed below are all the options which are available to choose from when creating an action plan following Knowledge Mobilisation Assessment. All of the options also include no action required.

Actions
Leadership 1.1: Leaders and their teams use of externally generated evidence
- Request and use summaries of the latest research evidence   - Request and use examples of good practice and what has worked well elsewhere   - Receive regular e-mailed tailored alerts of the latest evidence to keep you up to date   - Request summaries of policy documents to save you time   - Request a horizon-scan to receive a systematic examination of information to inform your strategic approach
Leadership 1.2: Leaders taking a strategic view of using external evidence and organisational knowledge
- Routinely request a summary of evidence to underpin all decision-making   - Routinely request a synthesis of good examples of what has worked well elsewhere and what has worked less well to underpin your own decision making   - Ensure all corporate and clinical documents are written based upon a review of external evidence and good practice, with supporting publications clearly referenced   - Incorporate into Board-paper and corporate document templates a space to indicate that the latest evidence and knowledge have been used to inform the paper
Leadership 1.3: Leadership to support the use of external evidence and organisational knowledge
- Establish a Board-level champion to advocate the benefits of using external research evidence and organisational knowledge   - Invite a colleague from the Knowledge and Library Service to join your decision-making groups   - Work with a colleague from the Knowledge and Library Service to set-up activities that help you to model effective use of evidence and knowledge
Leadership 1.4: Leaders building a learning organisation
- Ask a colleague from the Knowledge and Library Service to present a session for your team about knowledge sharing activities as outlined in the NHS Knowledge Mobilisation Framework   - Establish action learning sets to encourage individuals in the organisation to meet in a safe-space and use peer-coaching to develop their learning

- Routinely use the appreciative inquiry approach to learn before a piece of work to celebrate what is working well and build upon past success to move towards the best possible future state

- Set-up a recognition system for individuals and teams that effectively share knowledge

- Develop and maintain an institutional database of publications by employees

- Set-up an organisational system for the routine capture, sharing and feedback of lessons learnt - what has worked well and what has not worked so well

- Encourage widespread use of the After Action Review technique to encourage teams to share their learning in a blame free environment

Leadership 1.5. Leaders advocate and model the benefits of using evidence and sharing knowledge

- Contribute to case studies that showcase the impact and value of sharing knowledge

- Work with a colleague from the Knowledge and Library Service to enable you to model the behaviours of a leader that uses evidence and organisational knowledge to inform decisions

- Refer to your use of external evidence and organisational knowledge within your reporting and assurance processes

- Encourage every team in the organisation to have a dedicated knowledge champion to encourage localised use of external evidence and organisational knowledge and to liaise with colleagues from the Knowledge and Library Service

Behaviours 2.1. Capacity to use evidence from research

- Ask a colleague from the Knowledge and Library Service for a summary of research evidence and examples of good practice when you start a piece of work

- Factor in time and cost of research and article requests into projects

Behaviours 2.2. Productivity and efficiency

- Use a Before Action Review to consider research evidence and lessons learned by others before starting out on a piece of work

- Hold a peer assist session to learn from others who have done similar work in different settings

- Embed a colleague from the Knowledge and Library Service into your multi-disciplinary team to advise on effective ways to use external evidence and organisational knowledge

Behaviours 2.3. Approach to innovation

- Set-up a local innovations forum

- Request an alert to keep up to date with innovations in a particular topic

Action Plan options following Knowledge Mobilisation Assessment

- Ask for help in using a model to transfer knowledge effectively so innovation can be spread and adopted

- Ask a colleague from the Knowledge and Library Service how you can share the outputs from your latest project or piece of work so learning can be widely spread

- Use a fishbowl conversation technique to debate hot topics or share ideas and knowledge from a range of perspectives

Behaviours 2.4. Approach to keeping up to date

- Set-up tailored e-mail alerts to stay up to date with the latest research evidence and raise awareness of good practice

- Invite a colleague from the Knowledge and Library Service to attend your meetings and proactively search and summarise research evidence and knowledge to inform your work

Behaviours 2.5. Capacity to use organisational knowledge

- Establish corporate opportunities for teams to share their knowledge such as hosting lunch and learn sessions

- Allocate teams time to encourage them to take part in knowledge sharing opportunities such as knowledge cafes

- Establish a process to retain and transfer knowledge when people move to new roles

- Ensure knowledge is captured and curated in such a way that it can be used by others in the organisation

- Build into job roles accountability for ensuring lessons and new knowledge are documented and shared

Behaviours 2.6. Cross-team working and networking

- Set-up communities of practice so staff with similar interests can learn from each other and share ideas and good practice

- Arrange training for community of practice leads and facilitators

- Set an expectation that every employee has a completed and up-to-date profile on the organisational people finder system

- Create online spaces to gather and curate tailored online resources by special interest

- Establish a round of randomised coffee trials to encourage staff to break free from silos, meet, connect and exchange ideas with colleagues from other parts of the organisation

- Ask a colleague from the Knowledge and Library Service about techniques to improve the quality of engaging conversation in meetings and techniques to use when co-creating service design with patient representatives

- Establish knowledge cafes to encourage staff to hold informal conversations, share ideas and good practice with each other

Action Plan options following Knowledge Mobilisation Assessment

Behaviours 2.7. Technology for collaboration

- Ask for an evidence summary evaluating the latest online collaboration tools
- Ask a colleague from the Knowledge and Library Service to curate collaborative online spaces
- Use technology to encourage teams to share knowledge using discussion boards or setting up dedicated subject or team channels
- Create and maintain tailored online resources by special interest

Behaviours 2.8. Access to national guidance and policies

- Establish a process to ensure the regular review and implementation of national guidance
- Request a policy briefing service from a colleague from the Knowledge and Library Service
- Ask for an alert to keep notified of all relevant national guidance

Behaviours 2.9. Access to Standard Operating Procedures, Policies and Guidance

- Invest in a document management system and work with the Knowledge and Library Service to develop a process for easy access and systematic updating of local policy guidance
- Ask a colleague from the Knowledge and Library Service about how to set-up or improve your document management system so files can be easily found and used by everyone in the organisation
- Ask a colleague from the Knowledge and Library Service to ensure that all your local policy and procedural guidance is based on the latest evidence
- Embed lessons learned into new processes and guidance
- Update your document templates to include a space for updated references and an area to indicate that the latest evidence and knowledge have been used to inform the paper

Capabilities and Working Practices 3.1. Using organisational knowledge, developing skills healthcare workforce

- Set-up and manage a research interests database
- Establish and maintain a directory to identify staff expertise
- Ask a colleague from the Knowledge and Library Service to manage tailored online resources by special interest
- Use the After Action Review or Retrospect techniques to reflect on a piece of work and capture valuable lessons learned
- Encourage the use of an organisational lessons learned log by ensuring it remains up-to-date and learning is actively promoted

Action Plan options following Knowledge Mobilisation Assessment

> - Ask a colleague from the Knowledge and Library Service how you can share the outputs from your latest project or piece of work in a meaningful way using recommendations that are specific and measurable

Capabilities and Working Practices 3.2. Skills to mobilise knowledge throughout the organisation

> - Encourage members of your team to use the <ins>NHS Knowledge Mobilisation Framework e-learning and postcards</ins>
> - Ask a colleague from the Knowledge and Library Service to advise on the best techniques to capture, share and re-use organisational knowledge and staff know-how
> - Ask a colleague from the Knowledge and Library Service to provide some training on the different techniques available for learning before, during and after activities
> - Ask a colleague from the Knowledge and Library Service to present a session for your team about knowledge sharing activities as outlined in the <ins>NHS Knowledge Mobilisation Framework</ins>

Capabilities and Working Practices 3.3. Using evidence from research developing skills of healthcare workforce

> - Encourage members of your team to use the <ins>Literature Searching E-Learning Programme</ins>
> - Ask a colleague from the Knowledge and Library Service to provide information and digital skills training
> - Ask a colleague from the Knowledge and Library Service for a summary of research evidence and examples of good practice when you start a piece of work

Capabilities and Working Practices 3.4. Skills to access evidence from research

> - Ask a colleague from the Knowledge and Library Service to regularly attend meetings to proactively supply summaries of evidence and good practice to inform your discussions and decisions
> - Ask a colleague from the Knowledge and Library Service to synthesise and summarise a range of evidence from research and provide examples of good practice

Knowledge Services 4.1. Access to a Knowledge and Library Service - whether via an SLA or developed as an in-house service

> - Discuss access to a full knowledge and library service with your Health Education England Knowledge and Library Service Senior Lead <ins>KFH.england@hee.nhs.uk</ins>
> - Champion investment/invest in a Knowledge and Library Service which has capacity to facilitate and deliver a full range of knowledge activities and services
> - Review resources on the <ins>website</ins> to optimise your Knowledge and Library Service

Knowledge Services 4.2. Use of Knowledge and Library Services

Action Plan options following Knowledge Mobilisation Assessment

- Ask a colleague from the Knowledge and Library Service to meet your team and provide examples of the type of work they can do to encourage your teams to use the full range of services on offer

- Review our website to optimise your Knowledge and Library Service

- Request a regular e-mail alert to keep you updated on your topics of interest

- Ask a colleague from the Knowledge and Library Service for a summary of research evidence and examples of good practice to inform and help you get started on your own piece of work

- Ask a colleague from the Knowledge and Library Service how you can effectively share the outputs from your latest project or piece of work

- Ask a colleague from the Knowledge and Library Service to provide information and digital skills training

- Ask a colleague from the Knowledge and Library Service to join your decision-making groups

- Ask a colleague from the Knowledge and Library Service to present a session for your team about knowledge sharing activities as outlined in the NHS Knowledge Mobilisation Framework

Knowledge Services 4.3. Knowledge and Library Service alignment to organisational priorities

- Ask a colleague from the Knowledge and Library Service to join your decision-making groups

- Work with your knowledge service lead to create a knowledge service strategy aligned to your organisational aims and objectives

- Review resources on the website to optimise your Knowledge and Library Service

Knowledge Services 4.4. Capacity to use evidence form research

- Ask a colleague from the Knowledge and Library Service to join your decision-making groups

- Invest in knowledge services so you have sufficient numbers of expert knowledge specialists to produce tailored synthesis and summaries of the latest research evidence and gather examples of good practice to inform your thinking.

- Ask a colleague from the Knowledge and Library Service to regularly attend meetings to proactively supply summaries of evidence and good practice to inform your discussions and decisions

- Champion investment/invest in a Knowledge and Library Service which has capacity to facilitate and deliver a full range of knowledge activities and services

- Review resources on the website to optimise your Knowledge and Library Service

- Read the Value Proposition: The Gift of Time to discover how investing in Knowledge and Library Services delivers value to your organisation.

Action Plan options following Knowledge Mobilisation Assessment

- Read <u>Knowledge for Healthcare: Mobilising evidence; sharing knowledge; improving outcomes</u> to find out more about how Health Education England are setting priorities to further develop NHS Knowledge and Library Services in England

Knowledge Services 4.5. Capacity of Knowledge and Library Services to mobilise knowledge throughout the organisation

- Champion investment/invest in a Knowledge and Library Service which has capacity to facilitate and deliver a full range of knowledge activities and services

- Review resources on the <u>website</u> to optimise your Knowledge and Library Service

- Read the <u>Value Proposition: The Gift of Time</u> to discover how investing in Knowledge and Library Services delivers value to your organisation

- Read <u>Knowledge for Healthcare: Mobilising evidence; sharing knowledge; improving outcomes</u> to find out more about how Health Education England are setting priorities to further develop NHS Knowledge and Library Services in England