HOW TO INFILTRATE ... FROM INSIDE!

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Managers and knowledge brokers
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Who we are?

• Hybrid: Managers and knowledge brokers

• Our organization: A facility which dispenses primary health care and social services.

> Health and Social Services Centre - University Institute of Geriatrics of Sherbrooke
Who we are?

• Facility designated by the Ministry of Health & Social Services as a University Affiliated Centre

• Managers of the “Centre for innovation, research and education”

  ➢ A team of 20 persons who support the development of innovation, research and education within the establishment
Infiltrate... from inside

• Belong to a group of manager
  ➢ Upper Management : J. Archambault
  ➢ Middle Management: I. Arseneault

• Listen for preoccupations and issues; understand them (values, language, culture...)

• Know contexts (internal / external) and constraints (time, finances, strategic goals...)

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Infiltrate... from inside

• Be at the hearth of discussions... and decision-making

• Sustained participation in problem solving of all types

• Manage the coming together of different types of knowledge

• Pay as much attention to process as to content
Infiltrate... from inside

Frequency of different sources of information during decision making

(n = 41)

- Personal experience
- Colleague
- Professional Network
- Public Agency document
- Internet
- News Report
- Professional seminar
- Professional association
- Book
- University course
- Scientific articles
- Scientific seminar
- Database
- Mailing list
- Research professional
- Research summary

Survey from ALLENS (2005)

Our strategy: Become colleagues!
Knowledge Brokering: What type?

Multiple strategy approach to problem solving

Count on synergy!

- Evaluation of intervention models and technologies
- Education
- Innovative practices
- Primary services and care
- Transfer of knowledge
- Diffusion of knowledge
- Applied research
- Management and intervention support
- Innovation support
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- Transfer of knowledge
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- Education
- Evaluation of intervention models and technologies
Knowledge Brokering: What type?

• In “multiple strategy” approach to problem solving:

Each component can take different proportions depending on the situation, time-frame, etc.
Knowledge Brokering: What type?

In a context of constant transformation of the health care network:

- Continuous adaptation
- Relationships based on confidence
- Step by step development
- Opportunistic approach
- Research as one strategy in the tool kit
Facilitators

- Status of an Affiliated University Centre: Gives partial basis for development of innovative strategies

- Commitment from upper management, board of directors, university
Facilitators

• Understanding the realities and perspectives of management

• In a facility which dispenses primary care:
  • Test outcomes of decisions in “real life” conditions (in vivo)
  • Contribute to consistency and continuity of decision-making
Barriers

• Equilibrium between manager and knowledge broker roles

• Role ambiguity ; Unusual status

• “Back ing off” as a strategy to preserve group membership
Key messages

• Be present (time & place) at management and decision-making levels

• Maintain dynamic relationships with managers and researchers

• Respect everyone’s knowledge & competencies
Key messages

• Understand realities of management
• Build a research friendly environment
• Establish the relevance of the role of knowledge broker
Key messages

• Adapt to the changing internal and external environments

• Know the local, regional, provincial and national issues
Key messages

• Develop multiple concrete knowledge transfer strategies

... and apply them again, and again, and again...
Thank you!

Questions or comments?