

# How to Develop and Critique a KT Plan

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uOttawa

L'Université canadienne  
Canada's university



# Learning Objectives

In the next 60 minutes you will learn how to:

1. Describe three broad categories of knowledge translation;
2. Identify key elements of a strong end of project KT plan;
3. Deconstruct and critically appraise a KT plan



# Three Categories of KT

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## Integrated KT research

- Research approaches that engage potential knowledge-users as partners in the research process.
- requires a collaborative or participatory approach to research that is action oriented and is solutions- and impact-focused.

## KT/Implementation Science

- The study of how to promote uptake of research/knowledge in decision making

## End of project KT

- The researcher develops and implements a plan for making knowledge users aware of the knowledge generated through a research project

# End of project KT

**Diffusion** (let it happen)

**Dissemination** (help it happen)

⇒ tailoring the message and medium to an audience

**Application/Implementation** (make it happen)

⇒ moving research into practice/policy if strength of evidence is sufficient

⇒ use of a conceptual model to guide application recommended

⇒ ...can be achieved through iKT research



# So what is KT?

- KT Research:
  - doing research in a collaborative fashion (iKT)
  - the science of translation/implementation research (studying determinants of knowledge use, effective methods of promoting knowledge uptake)

## AND

- the Practice of translation:
  - reducing the know-do gap
  - Making users aware of knowledge, facilitating use of it to improve health and health care systems
  - Transforming evidence into practice (knowledge to action)
  - End of Grant KT

# Key Elements of KT Plans

# What is a KT Plan?

- Links research goals to KT goals
- Operationalizes our intent to enhance, optimize research impact
- Deliberative tool, integral to research process
- Iterative, living documents: should evolve alongside research program (post-award and during project)

(Graham et al., 2013)



# Why do I need a KT Plan?

- KT plans = reverse engineer impact
  - Tangible impact on 4P [patients, providers, public and policy] and health systems-relevant questions
  - Consider knowledge user needs → meet the knowledge user where they are at
  - Engage knowledge user in the process
  - Optimize uptake and use of research evidence
- Outlines approach and key elements for action
- KT plans can help enhance grant cohesiveness
- Typically required by funder...

# End of Grant KT Plan Components

- Goals
- Audience
- Strategies
- Expertise
- Resources



(Wilson et al., 2010; CIHR, 2012; Graham et al., 2013; Mrklas (2012) - KT Plan Template)

## End-of-Grant KT Factors: Goals

- Two typical goals of end-of-grant KT activities: raising awareness and promoting action
  - KT goals must be appropriate for nature of the research findings and target audience(s).

Bottom line: clearly state and justify your proposed KT goals. Can be linked to research objectives but must be discrete and present.

Factor	Key Questions	Options
Goals	<ul style="list-style-type: none"> <li>Are the KT goals clear, concrete and well justified?</li> <li>Are your KT goals appropriate to the potential research findings and target audience(s)?</li> </ul>	<p>KT goals could include:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> increase knowledge/awareness</li> <li><input type="checkbox"/> inform future research</li> <li><input type="checkbox"/> inform/change attitudes</li> <li><input type="checkbox"/> inform/change behaviour</li> <li><input type="checkbox"/> inform/change policy</li> <li><input type="checkbox"/> inform/change practice</li> <li><input type="checkbox"/> inform/change technology</li> <li><input type="checkbox"/> other:</li> </ul>
Audience	<ul style="list-style-type: none"> <li>Does the plan consider all potentially relevant audiences?</li> <li>Are the audiences precisely defined in terms of their sector, roles, responsibilities and decision-making needs/opportunities</li> <li>Does the plan demonstrate a thorough understanding of the proposed target audience(s), including the current state of their knowledge in the research area and their needs and preferences for using knowledge?</li> </ul>	<p>Target audiences could include:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> general public</li> <li><input type="checkbox"/> community-based and not-for-profit organizations</li> <li><input type="checkbox"/> healthcare professionals/service providers</li> <li><input type="checkbox"/> health system administrators/managers</li> <li><input type="checkbox"/> industry/venture capital group</li> <li><input type="checkbox"/> media (print, TV, etc.)</li> <li><input type="checkbox"/> patients/consumers</li> <li><input type="checkbox"/> policy-makers/legislators</li> <li><input type="checkbox"/> private sector</li> <li><input type="checkbox"/> research funders</li> <li><input type="checkbox"/> researchers</li> <li><input type="checkbox"/> other:</li> </ul>

## End-of-Grant KT Factors: Audience

Applicants should identify the individual(s) and/or group(s) who should know about research findings.

- Demonstrate detailed understanding of knowledge-user audience(s)
- Be aware of the current state of the audience's knowledge, how they tend to use knowledge and formats in which they prefer to receive information.

Bottom line: clearly identify and justify your target audience(s), including representative knowledge users on your team

# Appendix A: End-of-Grant Knowledge Translation Worksheet

Factor	Key Questions	Options
Goals	<ul style="list-style-type: none"> <li>Are the KT goals clear, concrete and well justified?</li> <li>Are your KT goals appropriate to the potential research findings and target audience(s)?</li> </ul>	<p>KT goals could include:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> increase knowledge/awareness</li> <li><input type="checkbox"/> inform future research</li> <li><input type="checkbox"/> inform/change attitudes</li> <li><input type="checkbox"/> inform/change behaviour</li> <li><input type="checkbox"/> inform/change policy</li> <li><input type="checkbox"/> inform/change practice</li> <li><input type="checkbox"/> inform/change technology</li> <li><input type="checkbox"/> other:</li> </ul>
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## End-of-Grant KT Factors: Strategies

Choose methods to reach the identified audience(s) and deliver on KT goal(s) that are appropriate to the nature of the research results.

- End-of-grant KT strategies fall into three categories - diffusion, dissemination, application
- Nature of target audience(s) and type(s) of evidence determine choice of strategies

Bottom line: strategies should support KT goals, adapt knowledge to your audience's needs, context

Factor	Key Questions	Options
Strategies	<ul style="list-style-type: none"> <li>Are the strategies appropriate to achieve the knowledge translation goals?</li> <li>Does the plan take into consideration the context in which the knowledge is to be used?</li> <li>If appropriate, is there a plan to adapt the knowledge for each specific audience?</li> <li>Have mitigating factors been considered that might affect the applicability of the research findings or the effectiveness of the planned KT activities?</li> <li>Does the plan consider barriers and facilitators to knowledge use?</li> <li>Are key messages clearly identified?</li> </ul>	<p>Strategies could include:</p> <p><u>Diffusion</u></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> conference presentations</li> <li><input type="checkbox"/> non-peer reviewed publications</li> <li><input type="checkbox"/> peer reviewed publications (open access journal/archive)</li> <li><input type="checkbox"/> technological provision/upgrade</li> <li><input type="checkbox"/> web-based activities (postings, wikis, blogs, podcasts, etc.)</li> <li><input type="checkbox"/> other:</li> </ul> <p><u>Dissemination</u></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> arts-based KT activity</li> <li><input type="checkbox"/> audit and feedback</li> <li><input type="checkbox"/> communities of practice</li> <li><input type="checkbox"/> decision-supports (e.g., web-based)</li> <li><input type="checkbox"/> develop new educational materials/sessions</li> <li><input type="checkbox"/> dissemination events/courses (e.g., conference, symposium, CME)</li> <li><input type="checkbox"/> engage champion(s)/opinion leader(s)</li> <li><input type="checkbox"/> financial intervention or incentive</li> <li><input type="checkbox"/> interactive small group meeting/workshop</li> <li><input type="checkbox"/> knowledge broker involvement</li> <li><input type="checkbox"/> media release/outreach campaign</li> <li><input type="checkbox"/> networks/networking</li> <li><input type="checkbox"/> patient-mediated intervention</li> <li><input type="checkbox"/> performance feedback</li> <li><input type="checkbox"/> plain language summaries</li> <li><input type="checkbox"/> reminders</li> <li><input type="checkbox"/> social marketing</li> <li><input type="checkbox"/> summary briefings to stakeholders</li> <li><input type="checkbox"/> other:</li> </ul> <p><u>Application</u></p> <p>Working with knowledge-user(s) to:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> adapt knowledge for use</li> <li><input type="checkbox"/> commercialize</li> <li><input type="checkbox"/> identify barriers to the use of findings</li> <li><input type="checkbox"/> tailor messages and interventions to promote use</li> <li><input type="checkbox"/> other:</li> </ul>

(CIHR, 2012)

URL: [http://www.cihr-irsc.gc.ca/e/documents/kt\\_lm\\_ktplan-en.pdf](http://www.cihr-irsc.gc.ca/e/documents/kt_lm_ktplan-en.pdf)



## End-of-Grant KT Factors: Expertise

Specific expertise might be required to deliver on identified strategies. For example:

- development of specialized products might require IT, communications, or other experts
- reaching audiences that are difficult to engage might require intermediaries (e.g., knowledge brokers)
- expertise represented should be driven by KT goals, audiences and strategies

**Bottom line: demonstrate you have appropriate level of expertise on team to complete the end-of-grant KT**

## Expertise

- Are all necessary participants involved to achieve the stated goals?
- Is there sufficient description of participants' KT expertise and/or past activities to assess the team's ability to execute the proposed strategies?
- Where appropriate, does the team plan to collaborate with members of its target audience(s)?

☐ Other:

Expertise required could include individuals in the following roles:

- ☐ knowledge broker
- ☐ community leader
- ☐ KT specialist
- ☐ management
- ☐ public relations
- ☐ volunteer
- ☐ website developer/IT expert
- ☐ writer/editor/copy editor
- ☐ other:

## Resources

- Does the budget allocate adequate financial support to implement the plan?

Necessary resources could include:

### Human Resources

- ☐ design/layout
- ☐ fees for professional expertise (e.g. knowledge broker, KT specialist, IT expert, writer/editor)

### Consumables

- ☐ mailing and postage
- ☐ media development and release
- ☐ open access publication fees
- ☐ production/printing
- ☐ teleconferences/travel
- ☐ web-related costs (blogs, podcasts, wikis, website development/maintenance)
- ☐ workshops/meetings/networking costs
- ☐ other:

(CIHR, 2012)

URL: [http://www.cihr-irsc.gc.ca/e/documents/kt\\_lm\\_ktplan-en.pdf](http://www.cihr-irsc.gc.ca/e/documents/kt_lm_ktplan-en.pdf)

## End-of-Grant KT Factors: Resources

Applicants should demonstrate that the proposed KT activities can be delivered

- Financial resources, human resources, and/or access to resources should be considered

Bottom line: demonstrate the end-of-grant KT plan can be accomplished with available resources

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- Is there sufficient description of participants' KT expertise and/or past activities to assess the team's ability to execute the proposed strategies?
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## An iKT approach to end of project KT

- Engaging knowledge users\* in developing and executing KT plans to:
  - Help craft the research messages so that language, format appropriate for intended audience
  - Gain insider knowledge about credible messengers
  - Suggest potential KT strategies attractive to their colleagues
  - Use existing communication channels to reach colleagues

\*to understand the knowledge use context and culture

# Critical Appraisal of KT Plans



# Judicious Knowledge Translation

- Decisions about extent and ambitiousness of KT plans should be guided by:
  - Reliability
  - Validity
  - Strength and significance of the findings
- Be wary of: single small studies, poor methodological quality, or low evidence strength
- Key messages: tailored to be easily assimilated by knowledge/end users



## Tips for end-of-grant KT

- Expected research findings, target audience and KT strategies must match
- KT activities/messages are tailored to audience needs
- Assume KT will change, grow as research advances...
  - **But assume the budget won't!**
- Potential key messages OK, but not necessary at submission

(CIHR, 2012; Graham et al., 2013)

(Mrklas (2012 & 2013) – UC KT Consult Service: Collaborative Research and Innovation Opportunities (CRIO) Prep)



# Critical Appraisal – The KT Sniff Test

- Unclear KT goals (or goals that are not discrete from research goals - with one exception...KT projects!)
- Lack of linkage between KT and research goals
- Poorly built/articulated knowledge-to-action gap
- Non-specific strategies, words without content
- K that is not ready for T

(CIHR, 2012; Graham et al., 2013; Mrklas (2013 & 2014) - UC KT Consult Service: Collaborative Research and Innovation Opportunities (CRIO) Prep)

## Critical Appraisal - The KT Sniff Test (2)

- Incongruent or misused language
- Too much (or too little) KT – doing everything to everyone
- Budgets and expertise that don't match proposed activity
- 'Placeholder' engagement with knowledge-users
- Incongruent level of detail between research proposal and KT plan
- Lack of evaluative rigor for proposed KT activity, inappropriate or superficial metrics

(CIHR, 2012; Graham et al., 2013; Mrklas (2013 & 2014) - UC KT Consult Service;  
Collaborative Research and Innovation Opportunities (CRIO) Prep)

# Some Translation Resources

## General KT Resources

- *Knowledge Translation in Health Care: Moving from Evidence to Practice, 2<sup>nd</sup> Edition* (2013) by Straus, Tetroe, Graham (Eds.)
- Chapter-based Overviews of *KT in Health Care* (CIHR slide decks)  
<http://www.cihr-irsc.gc.ca/e/40618.html#toc>
- *CMAJ KT Series 182(2), Feb 9, 2010 under 'Reviews'*

## iKT and End of Grant KT Resources, Developing KT plans

- [http://www.cihr-irsc.gc.ca/e/documents/kt\\_lm\\_ktplan-en.pdf](http://www.cihr-irsc.gc.ca/e/documents/kt_lm_ktplan-en.pdf) (KT Plan Elements and How To)
- <http://www.cihr-irsc.gc.ca/e/45321.html>

## Real-World Examples – KT in Action

- <http://www.aihealthsolutions.ca/rtna/kcasebook.php>
- [http://www.cihr-irsc.gc.ca/e/documents/kt\\_lm\\_ktplan-en.pdf](http://www.cihr-irsc.gc.ca/e/documents/kt_lm_ktplan-en.pdf)
- <http://www.cihr-irsc.gc.ca/e/38764.html>
- <http://www.cihr-irsc.gc.ca/e/41594.html>
- <http://www.cihr-irsc.gc.ca/e/30739.html>
- <http://www.cihr-irsc.gc.ca/e/30660.html>
- <http://clahrc-sy.nihr.ac.uk/theme-knowledge-projects-casebook.htm>

AIHS KT Casebooks

Examples of iKT

KT casebook

End of project KT

KT in population/public health

Health services/policy KT

South Yorkshire KT Casebook

# KT Resources (2)

- **CIHR Knowledge Translation and Commercialization Website**  
([cihr-irsc.gc.ca/e/29529.html](http://cihr-irsc.gc.ca/e/29529.html))
- **KT Clearinghouse Website** ([kclearinghouse.ca](http://kclearinghouse.ca))
  - KT Knowledge Base
  - Interactive Knowledge-to-Action cycle
  - Models/Theories, Learning Resources, Glossary
- **KT Canada Website** ([ktcanada.net](http://ktcanada.net))
  - KT listserv (click *subscribe* in the grey bar)
  - KT Canada National Seminar Series Sept-May, 2<sup>nd</sup> Thurs of month 10-11MT
  - STIHR Fellowships, KT Summer Institute Competition (Spring deadline)

## KT Resources (3)

- **Writing Letters of Support**

[www.cihr-irsc.gc.ca/e/45246.html](http://www.cihr-irsc.gc.ca/e/45246.html)

- **Applying to Integrated Knowledge Translation Funding Opportunities at CIHR: Tips for Success**

[ktclearinghouse.ca/ktcanada/education/seminarseries/2011/20110908](http://ktclearinghouse.ca/ktcanada/education/seminarseries/2011/20110908)

- **Operating Grant: Knowledge to Action - Tips from the Chair and Reviewers**

[www.cihr-irsc.gc.ca/e/44246.html](http://www.cihr-irsc.gc.ca/e/44246.html)

- **Top 10 Tips for PHSI Success**

[www.cihr-irsc.gc.ca/e/38778.html](http://www.cihr-irsc.gc.ca/e/38778.html)

# Funding for End of Project KT

- KT should be budgeted for in each grant application or initiative
  - CIHR
    - Planning/Dissemination Events grant now called “Institute Community Support (ICS) Program”
  - Other Jurisdictions
    - For example:
      - AIHS Conference grant
      - AIHS Knowledge-to-Action (KTA) grant

I have been impressed with the urgency of doing.  
Knowing is not enough; we must apply.  
Being willing is not enough; we must do

Leonardo da Vinci

