

SDO Network

7 December 2011

Bridging the gap, RIBA



Delivering better health services

Brokering knowledge exchange between research & practice

Who we are

Networks of NHS organisations and health services research units. Hosted by the membership body for NHS organisations.

Improving health and care by the effective organisation and delivery of health services.

Mobilising knowledge: ensuring interactive knowledge exchange between researchers, clinicians, managers and policy people.

Building capacity: working to increase the appetite within the NHS for research-based knowledge, and enhancing its capacity to engage with research.

How we think - guiding principles

Effective knowledge mobilisation and capacity building should be:

- *social and interactive: learning takes place through dialogue and interaction*
- *contextual and problem-led: knowledge is not created in a vacuum*
- *carried out in partnership: creating active engagement and connection*
- *evaluated for ongoing learning: as new initiatives are trialled*

How we act

- Applying what we know.
- Audience-driven: responding to the in-tray challenges of NHS managers – evidence to make decisions.
- Challenging the traditional dissemination orthodoxy; providing advice on the ‘how to’; and routes to engagement
- Closing the loop between knowledge priorities and research commissioning and production.

What we do

Tailoring strategies to stakeholders/geographic levels – improving evidence use and quality of decision making at different levels

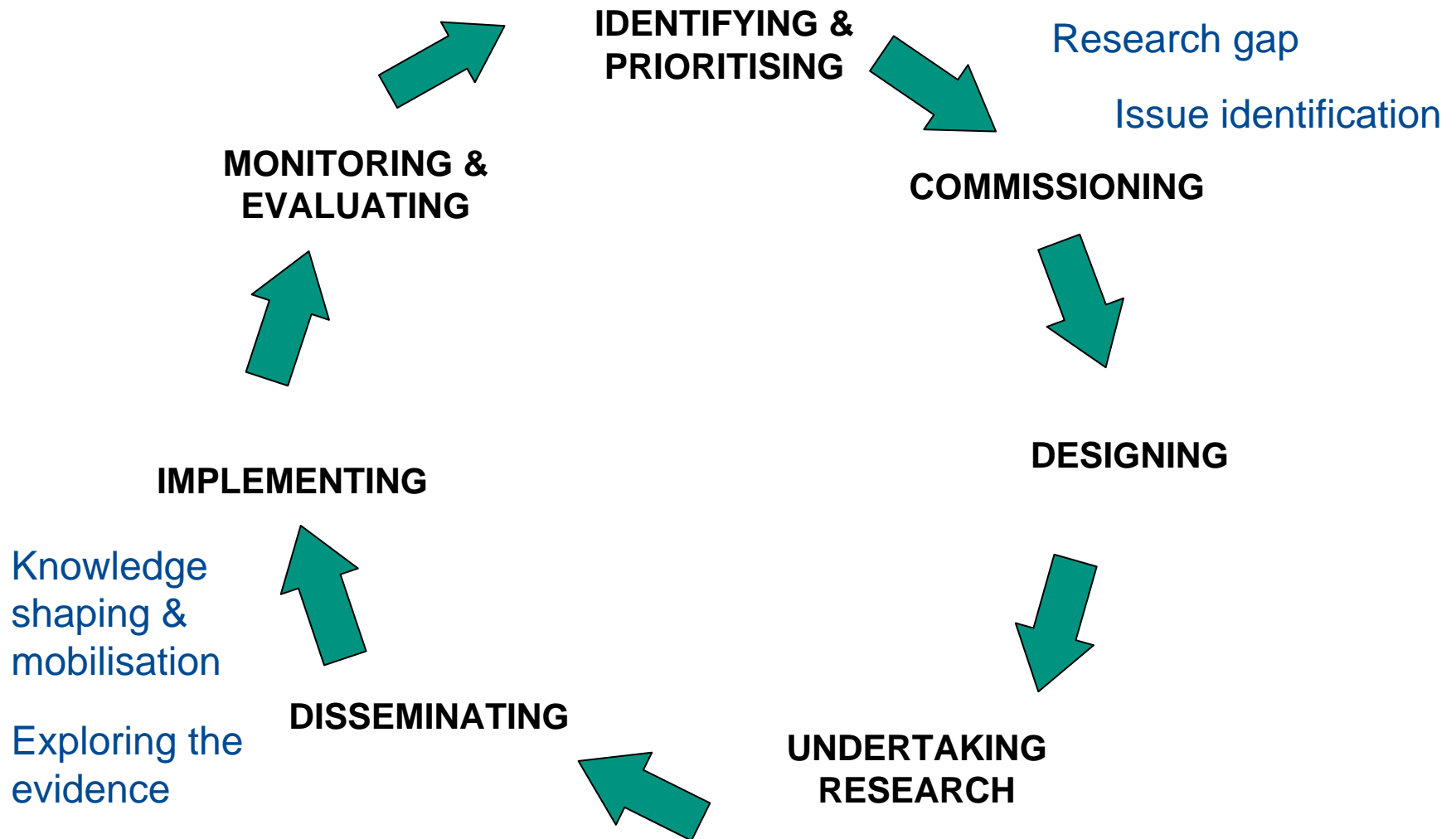
Audience	Targeted engagement
Chief Executives & senior (Board-level) leaders	Invite-only research forums & regional meetings
NHS middle management	Fellowships and skills building Annual conference Thematic learning events & online seminars
NHS management trainees	Tailored conference sessions & networking events

Understanding the needs of the NHS Management community



“Thanks I greatly enjoyed the presentations, really high quality research, and stimulating discussion. It all just makes me think again about how we get such key information out there to the service so that leaders act on evidence rather than hunch or political dogma. We have to get smarter and much faster at getting research evidence out there.” CEO

Exploring an issue & shaping the evidence



Example: NHS support workers

- *How can we best utilise 350k support workers as part of a flexible modern NHS workforce?*
- Knowledge exchange with NHS HR professionals, NHS Employers, Centre for Workforce Intelligence, workforce researchers etc.
- Inform the shaping and communication of outputs to respond to the question, context, and information needs of the audience.
- Pin-pointing & feeding back knowledge gaps – commissioning research (primary & synthesis).

Research digest on the support workforce



Read more to find out:

- *Why you need to make better use of healthcare assistants
- *What the evidence says about changing skill mix and impact on care
- *How managers in Chester used assistant practitioners to improve palliative care
- *How managers in London and Worcester are using assistant staff to meet QIPP targets in maternity and therapy services
- *About new roles – from physician assistant to therapy assistant

Example: Dignity in care for older people

- High profile reports highlighting poor quality care.
- Partnership to fully tackle the issues and find long-term solutions that work on the ground.
- Producing a rapid overview of research evidence to inform prioritisation at inception.
- Identify advisory expertise and solicit submissions.
- Host consultation events, framed by research & experiential learning, to exchange & capture views & experience.
- Feed key messages into final report. Identify gaps for future research.

What have we learned (or knew already)?

- The power and legitimacy of being in the middle and not on the fringes.
- The challenge of context.

What are we seeking to learn?

Outcome analysis – learning from 4 years of work.

Assess the extent to which the SDO Network has contributed to:

- **Mobilising knowledge** exchange between research and the NHS.
- **Building capacity** working to increase the appetite within the NHS for research-based knowledge, and enhancing its capacity to engage with research.

Questions for discussion

- How do you capture and assess information cascade and absorption within complex systems and organisations?
- KM in a highly politicised environment – how do others navigate the minefield?

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