Knowledge Mobilisation:
support from the TRFT Library & Knowledge Service

'In order to improve organisational efficiencies and patient outcomes health care professionals and organisations need to be able to apply knowledge, build know-how and continue to learn in order to drive innovation. Using the simple techniques from the Knowledge Mobilisation Framework can make a real difference to help the spread and adoption of best practice'. HEE Knowledge & Library Services, 2020 https://library.nhs.uk/staff-learners-and-employers/mobilising-knowledge/

The Library & Knowledge Service (LKS) is here to help ensure knowledge flows as freely as possible around our organisation, between our people and via our online systems. The LKS can advise on knowledge management (KM) techniques, facilitate, support and provide space for KM sessions, and assist with the gathering and sharing of know-how. Browse the tools and techniques below and contact us to discuss what might work for your team and to find out more about how we can help.

1. Where are we now? Measuring how well knowledge moves round the organisation or in departments:		
	Knowledge Mobilisation Self-Assessment	This simple online tool is designed to assess how a team, department or organisation can make better use of knowledge as an asset and identify opportunities to develop and learn. Comprises a series of Q&As about how knowledge is applied and handled. Speak to your NHS Library and Knowledge Service to arrange an assessment.

	Knowledge mobilisation mapping & audits	Seek support from the LKS to map how colleagues access and use existing information and knowledge assets (e.g. bulletins; webpages) via surveys and focus groups.
	Embedded KM Specialist	A member of LKS staff will attend regular meetings or one-off events to listen and feed in ideas and suggestions in relation to knowledge mobilisation.

2. Capturing existing knowledge & learning before a project: consider what you know, what you don't know and identify strategies to plug knowledge gaps to get a piece of work off to the best possible start:

	Before Action Reviews 15mins to half a day	A small group setting, with a facilitator. Structured questions to help a team state their intentions before starting a project and predict challenges, risks and drawing on lessons learned from past experiences: what are we trying to achieve?; what can be learned from previous experience/past projects; what will help deliver success; how can we avoid problems and apply good practice?
	Peer Assist Half a day	A facilitated meeting with peers from previous similar projects to share experience, knowledge and insights. 'Home team' presents; visitors ask questions/reflect on experiences; home team analyse and reflect; visitors feedback, answer questions and agree actions.

	Appreciative Inquiry: the 5D's 2hrs – 1 day	Use AI to celebrate what is already working well, analyse why and engage teams to do more of this. In small groups: 1. Definition: frame the topic, what is the inquiry? 2. Discovery: what worked well before and why? In a single sentence 3. Dream. Small groups imagine what a positive outcome would look like. What would we love to see happening? What's different? Energy is generated by expressing this future creatively. 4. Design. What must we do now to make our dreams a reality? Actions, processes, systems, changes that could bring the dream into reality. 5. Delivery. How will we take our topic forward? How will we measure success?
	Evidence from Research and Practice	Request an evidence search from the Library & Knowledge Service before a project starts to feed the latest research and examples of good practice from other areas/organisations into local practice (e.g. for projects, policy developments or in response to incidents).

3. Learning during and after: bring people together to share their knowledge and ideas; package insight and ideas as they emerge:

	After Action Reviews 15 min to half a day	A structured meeting held after a short-term activity with a facilitator, looking at: what was supposed to happen; what actually happened; why was there a difference; what can we learn from this? Capture lessons learned.
	Knowledge Café/Espresso Cafe 1-2 hours	A Knowledge Café is a group discussion in which 'smaller sub-groups rotate around tables discussing a series of talking points'. Thoughts and ideas are captured on flip charts and fed back at the end. The smaller 'café' conversations can create more effective and meaningful discussions' to solve problems, break down silos, drive innovation and build a community. An 'Espresso Café' is a shorter form of a full Knowledge Café.

	Randomised Coffee Trials or 'Coffee Connect' 30 mins	Random pairing of colleagues to create new connections and understanding. Can be re-branded to suit the occasion/setting. Colleagues are invited to join the coffee trial. Participants are then randomly matched into pairs. Pairs then meet at a mutually convenient time to discuss a theme over a cup of coffee, or to simply chat and make a new connection. Randomised coffee trials help to build relationships, improve communication, encourage collaboration, sharing knowledge and ideas.
	Fishbowl 1.5 hours	Fishbowl conversations are a useful technique for debating hot topics or sharing ideas and knowledge from a variety of perspectives. Chairs are placed in an outer circle, with 3 or 4 chairs in an inner circle (the fishbowl). Select a topic of conversation. Identify colleagues to start the inner-circle discussion. Participants in the outer circle listen and choose when to join and leave the inner circle to speak.
	Knowledge Assets	Knowledge Assets capture knowledge and experience so it can be of maximum use to people who could benefit from that learning in the future (e.g. bulletins, key contacts presentations, case studies, websites; infographics). Knowledge Assets may contain key lessons learned, case histories, key contacts and best practice and should be exciting, enticing, easy to read and assimilate.
	Communities of Practice	Online or in-person. A Community of Practice is a group of individuals who come together to share ideas, develop expertise and solve problems around a topic of interest. Communities of practice can be made up of people across the NHS and beyond, so that knowledge is shared and re-used widely. A knowledge base is built from shared experiences and lessons learned.
	Action Learning Sets 3-4 hours	A small group that meets regularly over a fixed period in a planned and structured way to discuss, reflect and find solutions to a work-related issue. A participant identifies a situation they want to change or improve and seeks input from the set.

		Huddles	Short, focused and regular meetings to discuss key areas of performance and improvement and share ideas.
		Graffiti Wall	A simple way to gather feedback and open up dialogue on the thoughts and suggestions of others. Colleagues are asked to share their thoughts on a graffiti wall: a large piece of paper with a question and lots of blank space. Leave pens and encourage contributions. Colleagues and see and comment on each other's ideas and add their name if they wish. Can be replicated online.
		Online Surveys and Polling; or Small Focus Groups/121s to build narratives	Use paper-based surveys and/or online polls to gather feedback (could be anonymous), or small focus groups or 121s for richer qualitative data on a subject and to build narratives, stories and case studies.
		Evidence from Research and Practice	Request an evidence search from the Library & Knowledge Service during an activity to feed the latest research and examples of good practice from other areas/organisations into local practice (e.g. for projects, policy developments or in response to incidents).

		Retrospects	A structured facilitated meeting or workshop at the end of a project (or major project stage), to capture the knowledge before the project team disbands. What were the objectives? What were the successes? What were the disappointments? Give marks out of 10.
		Knowledge Harvesting	A structured approach to help an organisation understand and record the knowledge and experience of people, often before they leave or move roles. Identify an individual, ask the right questions, decide how best to package the knowledge.

4. Sharing: creating an accessible and mobile knowledge base:

		Create and share Knowledge Assets	Capture know-how and lessons learned as 'Knowledge Assets' which should be 'exciting, enticing, easy to read and assimilate'. Bulletins; posters; infographics; podcasts and videos (e.g. recordings of OLAF; interviews with colleagues who have taken part in learning from incidents); QR codes for quick access to additional information; development of themed and intuitive websites/intranet pages pulling together know-how and learning by theme.
		Postcard Sets	Design and deliver regular Patient Safety Postcard Set? (e.g. 5 in 5 as a postcard format that could be stored in staff areas and/or take-home sets).

	Discovery/Learning/Patient Safety/Innovation boxes	Deliver boxes to wards on a regular basis containing the latest bulletin/postcards/newsletters/learning/QI news, with fun freebies or food. Could also contain evidence (articles, books, summaries etc supplied by LKS).
	Peers & Champions	Use colleagues involved in learning incidents as the face of a campaign (posters; cardboard cut-outs; banner stands; screen-savers; photo on postcards; face of a short video (discussion with a colleague or reflections); videos accessible via QR/posters.
	Library Zone for QI/Safety/Organisational Learning	Add print copies of all bulletins/learning/audits to library collection and add to library catalogue/research repository; create a QI zone – posters/bulletins on walls – for use by individuals or group sessions.
	Learning/Sharing Zones	Create a series of QI/Patient Safety/innovation zones across hospital/Trust locations with the latest information and facilities to gather feedback and ideas.

	Lunch and Learn/Coffee & Learn events	Hold short lunchtime or coffee break sharing or learning events, with food/snacks possibly provided. With speaker or updates from colleagues. Could be held in the Library space.
	Huddles	Hold short focused meetings to update colleagues and gather additional know-how.
	Databases of Learning and Interests	Develop and in-house, searchable database of learning and innovation (using The Hub?). Develop a database of staff interests and knowledge (i.e. encourage staff to populate the staff directory with interests and skills).
	App of Good Practice/Innovation	Develop a local app to capture and share innovation, learning and good practice.
	Positive reporting systems	Use a Greatix system/app or similar (star cards, thank you cards) and collate examples of good practice into knowledge assets that can be shared (and mobilised).

		MS Teams channels	Use Trust/NHS technology to build collaboration spaces, e.g. MS Teams channels, Future NHS.
		Communications campaigns	Using existing Trust expertise and channels to spread good practice and innovation.
		Working group of front line staff to share ideas on best ways to share	Develop a group of staff representing a wide range of front line colleagues to give feedback and suggest ideas in relation to KM activities: what's realistic?
		External publication	Encourage external publication of Trust initiatives, learning, good practice and sharing (e.g. development of case studies; journals, repositories, FutureNHS; NHS Innovation Accelerator; Academy of Fab Stuff; Q Community; Trust public website if appropriate.

	Social media channels	Consider (where appropriate) the use of e.g. Twitter, WhatsApp, YouTube to share messages about learning and good practice (as a complement to other methods).
	Build sharing into job roles and appraisal	A recommendation from the KM Self-Assessment Tool: improve knowledge mobilisation by building sharing into job roles.
	Create recognition systems for colleagues who share	A recommendation from the KM Self-Assessment Tool: create recognition systems for colleagues who share know-how.

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