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Knowledge Mobilisation (KM) Toolkit

A collection of resources to aid colleagues across PHE/UKHSA and HPRUs to develop and embed KM into their work

What is the KM Toolkit?



The Knowledge Mobilisation toolkit (KM toolkit) was developed by the Knowledge Mobilisation team within the Healthcare Associated Infection & Antimicrobial Resistance (HCAI & AMR) division at PHE/UKHSA, after extensive scoping of resources, and collaboration with the [Knowledge Management Programme](#) at PHE/UKHSA, and [Local Knowledge and Intelligence Service](#) (LKIS) teams.

The toolkit is designed to present 'Knowledge Mobilisation' in the broader context of 'Knowledge Management'. It aims to improve understanding of:

- What KM is and why it is important to your personal/team/divisional/organisational aims
- How you as a 'KM Champion' and your team can perform KM and integrate it into your business processes
- Reporting requirements for KM

What is the KM Toolkit?



The toolkit is split into four main areas:

Understanding KM – A small range of key documents that help to explain what KM is and why it is needed

Performing KM – This section focusses on how you can begin to actively perform KM within your team/organisation. The main component is the ‘Knowledge to action’ (K2A) framework, which is designed to get you to think about your aims, key messages, key audiences and means of mobilising knowledge to these audiences in order to achieve impact. A small range of other resources are included in this section to support your KM practice.

Evaluating KM – KM practice naturally requires an element of self-reflection or evaluation – especially in the beginning, when you are new to the practice. This section is designed to enable you to self-evaluate your KM practice, using the KM maturity model – developed by PHE/UKHSA Knowledge & Libraries team. This tool enables teams to map their current KM practice, identify strengths and target areas for improvement to support their business objectives.

Reporting KM – This section is guided by the NIHR KM reporting requirements for HPRUs.

What is the KM Toolkit?



- The toolkit resources are further categorised as **‘Essential’** or **‘Encouraged’**.
- **‘Essential’** resources are considered integral to the KM plan/activity for the 5 year funding period for HPRUs and would be considered best practice for PHE/UKHSA science
- **‘Encouraged’** resources may be considered as part of a robust KM plan, they take more of a supportive role for the essential resources.



Suggested approach to utilising the KM Toolkit as a new user - 5 steps



1: Understand KM



2: Use K2A resources to 'perform' KM



3: Use KM Maturity Model to evaluate KM activity



5: Report KM activity based on NIHR requirements

4: Iteratively revisit aspects of the toolkit, including further rounds of the maturity model, K2A and engaging with 'encouraged' resources

Suggested approach to utilising the KM Toolkit as a new user - 5 steps

It is suggested that you begin by **familiarising** yourself with some of the **literature** and learning around KM.

We recommend that team leads undertake the **short e-Learning** session on the KM framework programme.

- sets out techniques to help you learn before, during and after projects, so that success factors can be understood, pitfalls avoided, and good practice can be shared and replicated.
- designed so that you can **dip in and out**, browse or use the 'Help me choose' section to find techniques best suited to your application.

The NIHR has curated a webpage of relevant KM literature, which may be helpful for teams to consider in order to develop a broad grounding in KM.

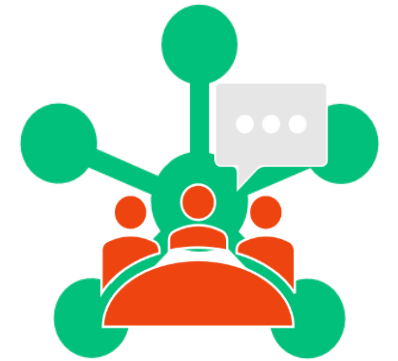
Explore the resources widely and follow your curiosity in pursuing resources outside of the toolkit to gain a strong grounding in the principles and frameworks of KM.



STEP 1
Understand
KM

Suggested approach to utilising the KM Toolkit as a new user - 5 steps

It is recommended that after engaging with the 'Understanding KM' section of the toolkit, users familiarise themselves with the **K2A suite** of resources (see pages 21-23), including the companion document. This will allow teams to begin to think about **planning KM activity** based on their aims, main messages for mobilising, key stakeholders and means of KM best suited to achieve impact. This is an **iterative** resource and it is expected that teams will **revisit** the K2A resource as they develop and implement their KM plan. In support of the K2A resource, a **stakeholder mapping** resource has been included, which may be used in support of the K2A framework to consider which key stakeholders may be targeted as part of the KM plan.



STEP 2
Perform
KM

Suggested approach to utilising the KM Toolkit as a new user - 5 steps

Shortly after familiarising yourself with the toolkit and the K2A framework in particular, we recommend holding a **structured team conversation** on **self-evaluation** of KM activity, using the **KM maturity model**. This model allows teams to evaluate KM activity against a range of defined indicators and will provide 'baseline' KM activity, and evidence of improvement in KM practice subsequently.

To note: This can (and should) be done before any defined, new KM action has been initiated. Teams will be asked to perform a self-assessment using the maturity model at the beginning of their 'KM journey' and annually thereafter.



STEP 3
Evaluate
KM

Suggested approach to utilising the KM Toolkit as a new user - 5 steps



STEP 4

Iterative cycles of learning, implementing and evaluating

We recommend that once teams have familiarised themselves with, and implemented the above resources, they **revisit the toolkit**, focusing on the ‘encouraged’ resources, which are designed to **support** the above and **strengthen** KM activity.

It is recommended that HPRU teams familiarise themselves with the templates included in the ‘**Reporting KM**’ section. These templates will be updated as they become available. We will provide more information on the NIHR KM reporting once it is released.

STEP 5 Report KM





Understanding KM

Resources to learn more about the practice of Knowledge mobilisation

Resource description	Essential/Encouraged
e-Learning for Healthcare – KM framework programme	Essential for team leads
Short KM animation from the Environment Agency	Encouraged
What is knowledge mobilisation? – short webpage	Encouraged
A KM framework document promoted by NIHR	Encouraged
Knowledge Mobilisation relevant literature – NIHR webpage	Encouraged
Science of using Science - Report	Encouraged
Knowledge principles for government – July 2016 report	‘Encouraged

Summary of resources in this section

This section is designed to offer a range of useful resources for learning about KM, to build a grounding for the rest of the toolkit resources. These resources span online learning modules, short videos, webpages and more in-depth research papers relating to KM. Some will be more appropriate for certain users. For this reason, no single resource is considered ‘essential’ in this section, apart from the e-Learning for Healthcare course, which we recommend for team leads and any other interested ‘KM Champions’. Many of the resources in this section are bitesize (the video on page 14 is just over four minutes long and the webpage on page 15 will take less than 5 minutes to read).

This is certainly not an exhaustive list and many of these resources contain further suggested resources. It is recommended that you read as widely as you can around KM, so that you are comfortable with the concepts and key terminology, before continuing with the toolkit.

e-Learning for Healthcare – KM framework programme – developed with NHSE & NHS Digital



Knowledge Mobilisation Framework



The NHS Knowledge Mobilisation Framework is designed to help individuals to develop and use skills to mobilise knowledge effectively in their organisations – to help them to learn before, during and after everything that they do so that pitfalls can be avoided and best practice replicated.

This is a short e-learning course can be dipped in and out of, and doesn't have to be completed in one session.



ACCESS BY:
Clicking [here](#) to find the e-Learning for Healthcare page



Short animation from the Environment Agency that briefly explains KM



A short (4:35min) video designed by the Environment Agency to help understand the importance of 'Knowledge Management' Knowledge Management tools techniques and processes support Knowledge Mobilisation activity (see page 2 for more detail).

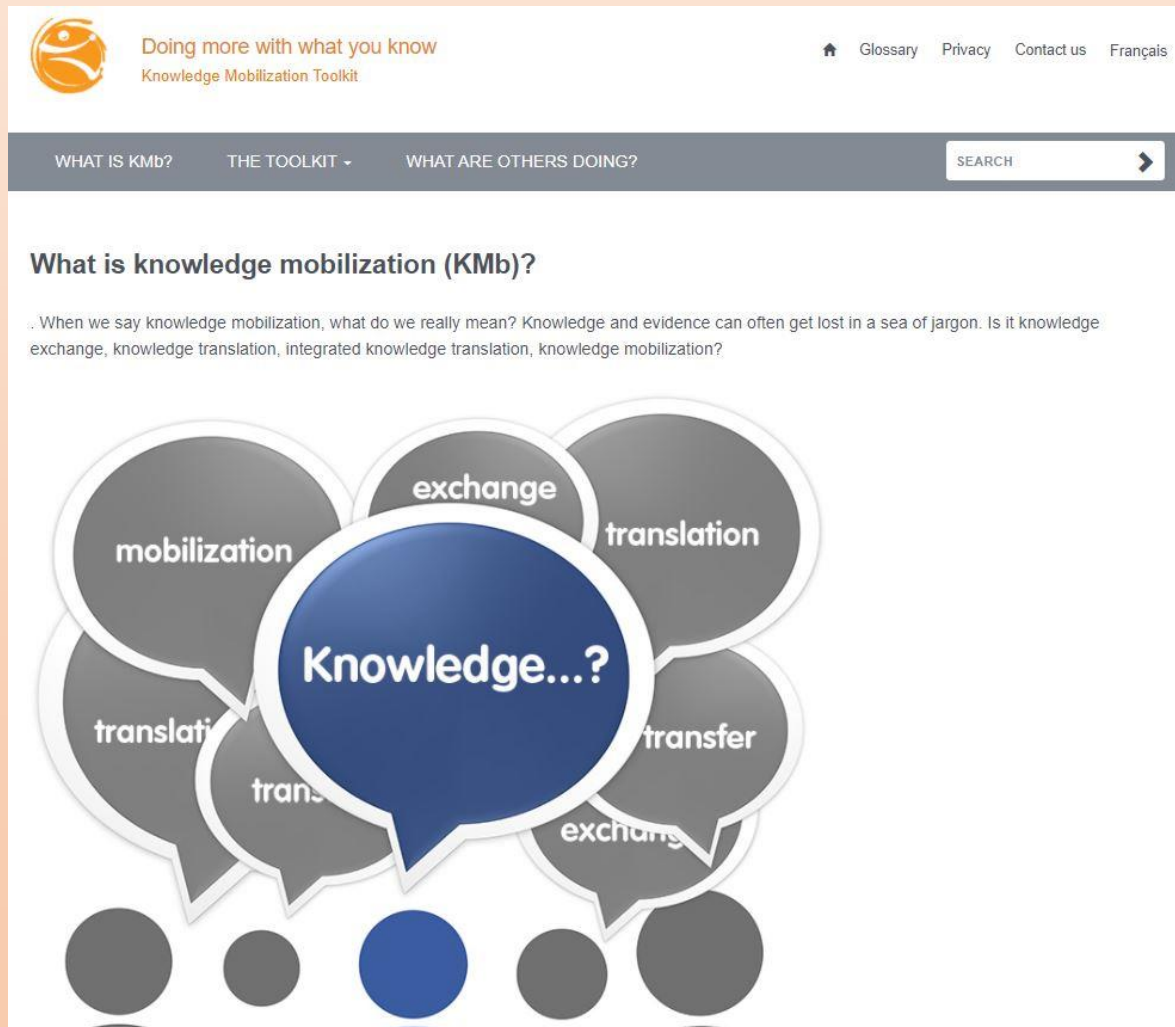
This video is recommended for all as a very quick introduction to KM.



ACCESS BY:
Viewing the video embedded within the toolkit, or by clicking [here](#) to find the video on YouTube

What is knowledge mobilisation? – short webpage

ENCOURAGED



A short webpage designed to remove the jargon from understanding what KM is, why it is a good idea and what it achieves.

There is a collection of references at the bottom of the page that may be useful to explore further.

They have their own toolkit around planning, doing and evaluating KM activity, which you may wish to explore for additional resources.

ACCESS BY:
Viewing the short webpage by clicking
[here](#)

NIHR Knowledge Mobilisation collection of research papers

ENCOURAGED

Knowledge Mobilisation Research

Published: 28/10/2019 Read Time: 10 minutes Version: 1 [Print this document](#)

Relevant Literature

Please note that this literature covers both knowledge mobilisation and implementation and is not intended to be either comprehensive or to indicate any special approval of these papers by NIHR.

The use of evidence and knowledge

- Boaz A, Davies H, Fraser A and Nutley S (2019). [What works now? Evidence-informed policy and practice](#), Policy Press
- Van Bodegom-Vos L, Davidoff F, Marang-van de Mheen PJ. (2017) [Implementation and de-implementation: two sides of the same coin?](#) *BMJ Quality and Safety* **26**:495-501
- Harvey, G., & McInnes, E. (2015). [Disinvesting in Ineffective and Inappropriate Practice: The Neglected Side of Evidence-Based Health Care?](#) *Worldviews on Evidence-Based Nursing*, *12*(6), 309–312
- Montini, T., & Graham, I. D. (2015). [‘Entrenched practices and other biases’: unpacking the historical, economic, professional, and social resistance to de-implementation.](#) *Implementation Science*, *10*, 24
- Grimshaw, J. M., Eccles, M. P., Lavis, J. N., Hill, S. J., & Squires, J. E. (2012). [Knowledge translation of research findings.](#) *Implementation Science*, *7*, 50
- Milbank Quarterly virtual Issue (2011): [Facilitating the use of Research evidence](#) This contains links to over 20 key papers on this topic, as well as three commentaries on the field
- Rycroft-Malone J, Bucknall T (Eds) (2010) [Models and Framework for Implementing Evidence-Based Practice: Linking Evidence to Action.](#) Oxford: Wiley-Blackwell

A collection of KM-related literature, curated by the NIHR.

There are papers on:

- *The use of evidence and knowledge*
- *Overviews and literature reviews*
- *Research into implementation and knowledge mobilisation*
- *Interventions to support implementation/knowledge mobilisation*
- *Knowledge brokering*

Please note that this literature covers both knowledge mobilisation and implementation and is not intended to be either comprehensive or to indicate any special approval of these papers by NIHR.

Why, whose, what and how? A framework for knowledge mobilisers

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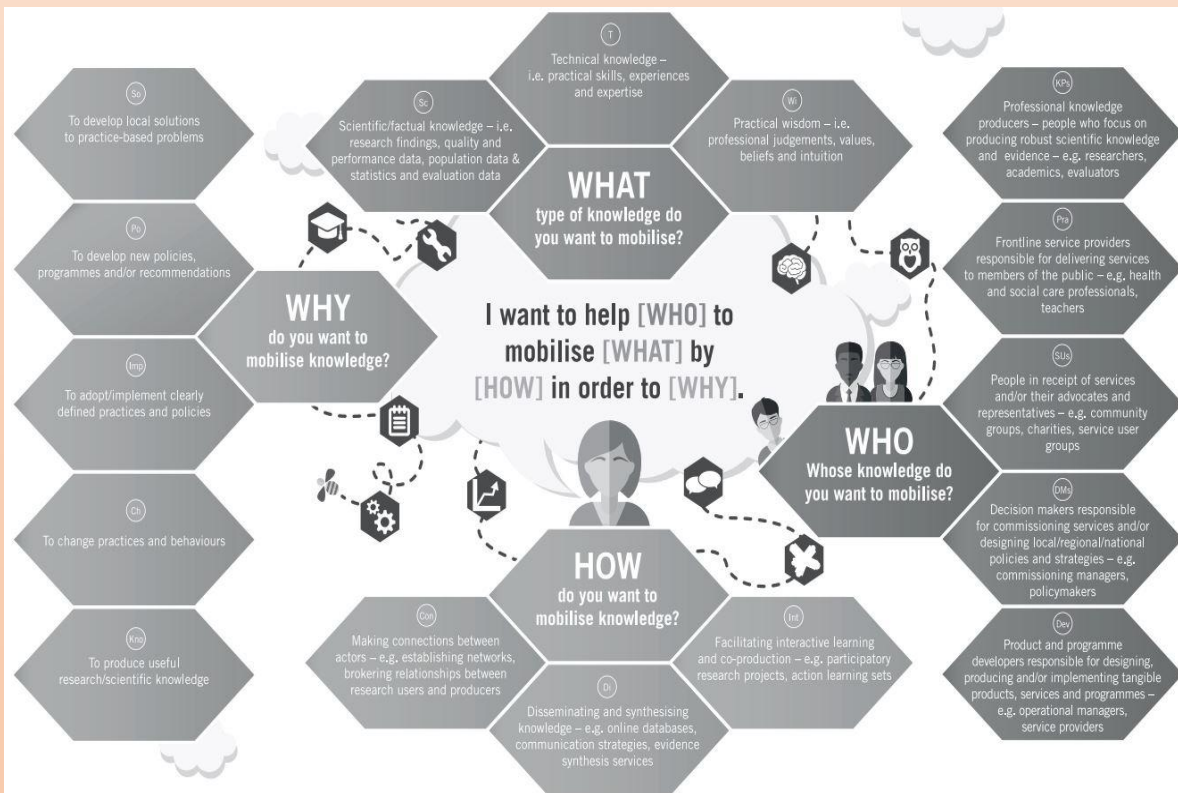
Why, whose, what and how? A framework for knowledge mobilisers

Vicky Ward, v.l.ward@leeds.ac.uk
University of Leeds, UK

This paper presents a framework for knowledge mobilisers, based on a review of 47 knowledge mobilisation models. it consists of four questions:

- Why is knowledge being mobilised?
- Whose knowledge is being mobilised?
- What type of knowledge is being mobilised?
- How is knowledge being mobilised?

This in-depth article is encouraged as it aligns with the K2A framework, presented on pages 21-23.



ACCESS BY:

Downloading the free PDF of the article [here](#)

Reference: Ward, V 2017, 'Why, whose, what and how? A framework for knowledge mobilisers', Evidence & Policy, vol. 13, no. 3, pp. 477-497. <https://doi.org/10.1332/174426416X14634763278725>

Knowledge Principles for Government



A July 2016 report, which lays out a set of Knowledge Principles to assist colleagues in developing strategies and plans to improve how knowledge is shared in their departments.

The purpose of the Principles are to provide a common and consistent set of themes and best practices resulting in a coherent approach to realising, and capitalising on, the value of knowledge.

These principles helped to inform the 'KM Maturity Model' which can be found on pages 29 and 30.

ACCESS BY:
Following this link for the [online version](#)

6: Knowledge underpins individual learning

7: Knowledge underpins organisational learning

4: Knowledge is freely sought and shared

5: Knowledge increases in value through re-use

3: Knowledge is captured where necessary and possible

2: Knowledge needs the right environment in order to thrive

1: Knowledge is a valued asset

See the seven core knowledge principles for government, arranged hierarchically, above.



HM Government



Performing KM

Resources designed to formalise to process of 'doing' Knowledge Mobilisation, allowing teams to embed KM within their projects and business processes.

Summary of resources in this section

Resource description	Essential/Encouraged
K2A Essentials Checklist	Essential
K2A Companion Document	Essential
K2A Conversation Prompts	Essential
PHE stakeholder mapping tool	Encouraged
Engagement Framework	Encouraged
Communications plan framework	Encouraged

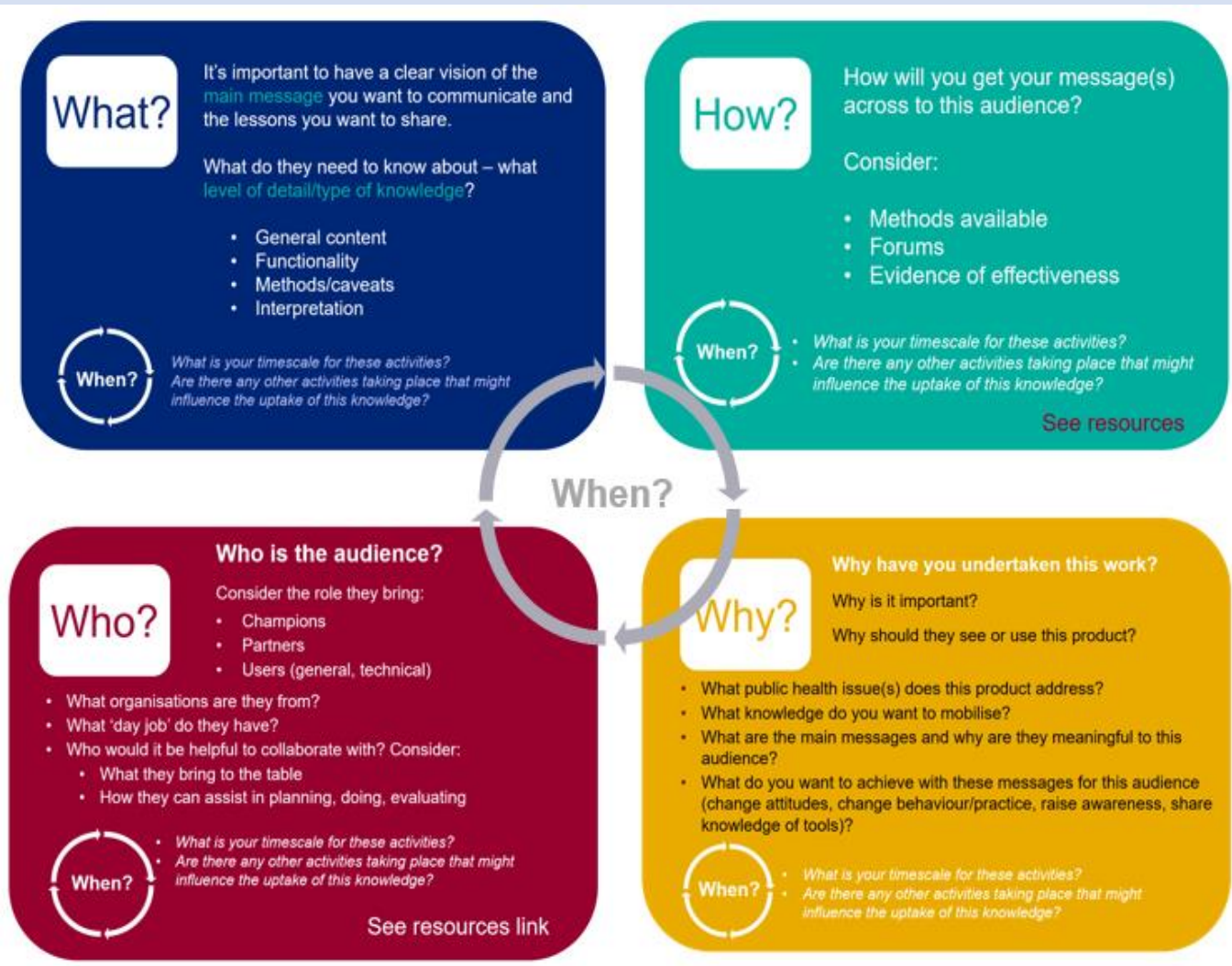
This section focusses heavily on the PHE-designed 'Knowledge to action' or 'K2A' framework (see subsequent slides for further detail)

By the end of this section, KM Champions and their teams should feel comfortable in engaging in structured and reflective conversations about their project aims, the key messages that they would like to relay, the relevant stakeholders/collaborators that can act on this information, and the best routes of relaying this information for each stakeholder.

Supplementary resources are included in support of the K2A framework, including a more detailed stakeholder mapping tool, a general communications plan framework, and a framework for engaging colleagues with KM and working KM into your 'organisational DNA'

K2A Essentials – Companion Document

ESSENTIAL



The K2A resources consist of a series of key questions to focus discussions on the purpose of a project or product, to inform the development of a 'knowledge to action' plan. The questions are; 'Why?', 'What?', 'Who?', 'How?' and 'When?'.

This companion document provides an easy to understand introduction into the resources, how to use them, and where to find further information.

Recommended before engaging with the rest of the K2A suite of resources.

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Contacting the team at
HCAI@ukhsa.gov.uk

K2A Essentials – Conversational prompts

ESSENTIAL



The K2A conversational prompts allow teams to have preliminary discussions about the desired impact of their projects, the key messages, the core audiences and optimum modes of communication to achieve this impact. There is also a list of further resources for each of the four questions.

After having a preliminary team discussion, facilitated by these conversational prompts, it is recommended that teams reflect on the discussion before engaging with the K2A Essentials checklist, which will consolidate much of this thinking.

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K2A Essentials – Checklist



WHAT?

This section should be completed for each separate audience, and then your audiences prioritised.

It is important to have a clear vision of the **main message** you want to communicate and the lessons you want to share.

Main message/ messages (prioritised)

- 1.
- 2.
- 3.
- 4.
- 5.

WHO?

This section should be completed for each separate audience, and then your audiences prioritised.

Who is your target audience?

What organisation is your audience from?

Public Health England	Local Authority
Department of Health	CCG
Other Government	Hospital providers
NHS England	Community providers
STPs/ ICS	Academic sector
Combined Authorities	Voluntary sector
Media	Public
Other	

Who in that organisation?

Public health specialists/ practitioners
Public health analysts
Commissioners
Clinicians
Senior execs/ managers
Politicians
Researchers
media
Public – all
Public – targeted
Other

What is the role you wish them to take?

Champion
Partner
User
Collaborator

Notes

HOW?

This section should be completed for each separate audience, and then your audiences prioritised.

How will you get your message across to this audience?

What strategies do you think will help you to reach your intended knowledge users?

PRODUCTS	EVENTS
Weekly DPH mailing	Annual meeting
Monthly Information Update	Award ceremony
www.gov.uk/	Debate
Khub	Training workshop
SlideShare	Lunch and learn
Public health matters blog	Media event
Letter to DsPH	Presentation
Letter to Chief exec	Symposium
PowerPoint presentation	Network meeting
Fact sheet	Social media
FAQ	Discussion boards
User guide / handbook	Other

WHY?

This section should be completed for each separate audience, and then your audiences prioritised.

Why are you undertaking this work?

Why is it important to this audience?

Why should they see or use this product? What knowledge do you wish to mobilise?

Why is it meaningful to this audience?

What do you want to achieve with these messages for this audience?

Change attitudes	Influence policy
Change behaviour	Influence action
Change practice	Share knowledge
Engage stakeholders	Share experience
Generate interest	Share tools
Generate awareness	Validate, legitimise or defend a position
Other	

Notes

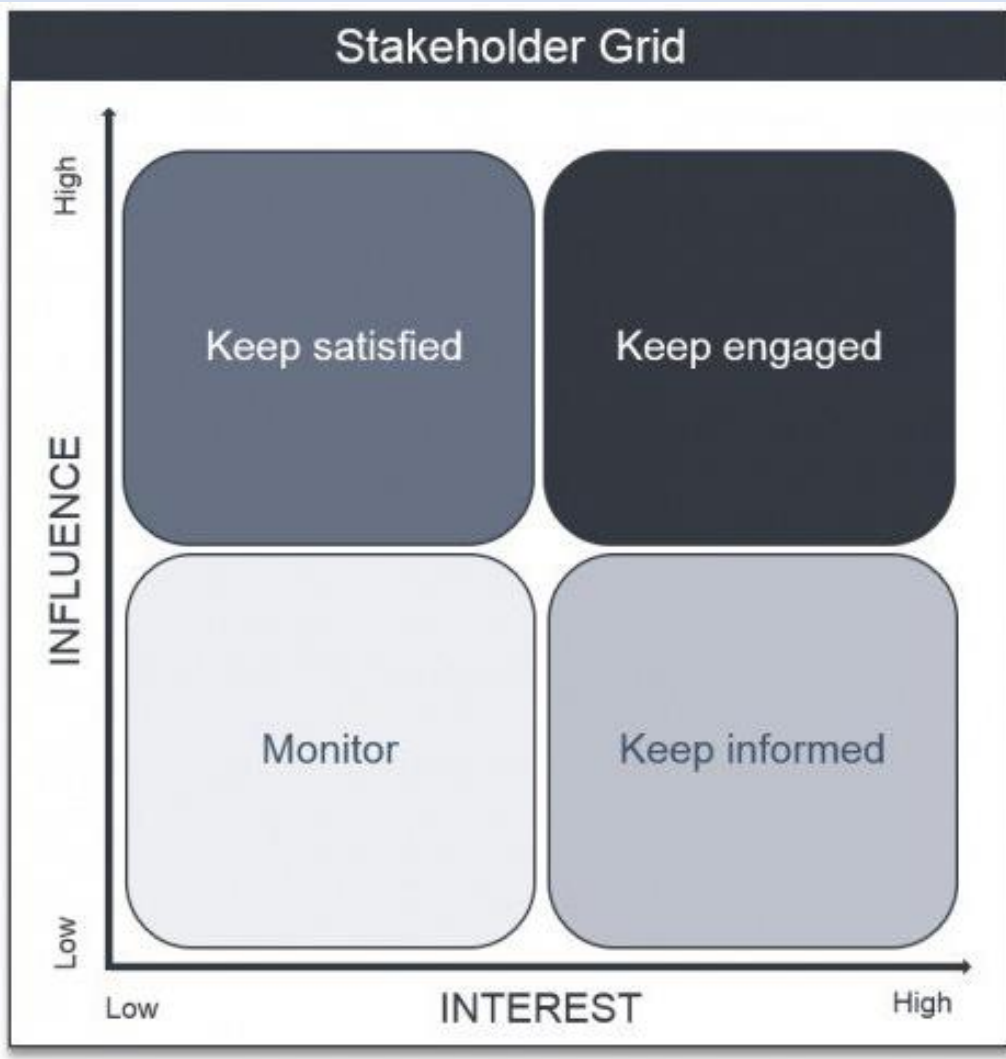
The K2A Checklist allows a more formalised, structured consideration of the four K2A questions. It is recommended that the checklist is completed after a preliminary reflective team conversation, using the K2A conversational prompts.

It is recommended that you take the time to complete the checklist thoroughly. Ideally this will be considered at project inception, but it is never too late to start. The process is iterative, so do return to the checklist to see if you are on track to meet your original aims - or if your aims have changed – and how your KM strategy may need to evolve to accommodate this.

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PHE Stakeholder Mapping Tool

ENCOURAGED



This brief PHE-designed stakeholder mapping template encourages users to identify key stakeholders, by guiding the user through a series of questions.

After identifying stakeholders, the user is prompted to analyse each, considering key characteristics of the stakeholder and how they interact with the user's work.

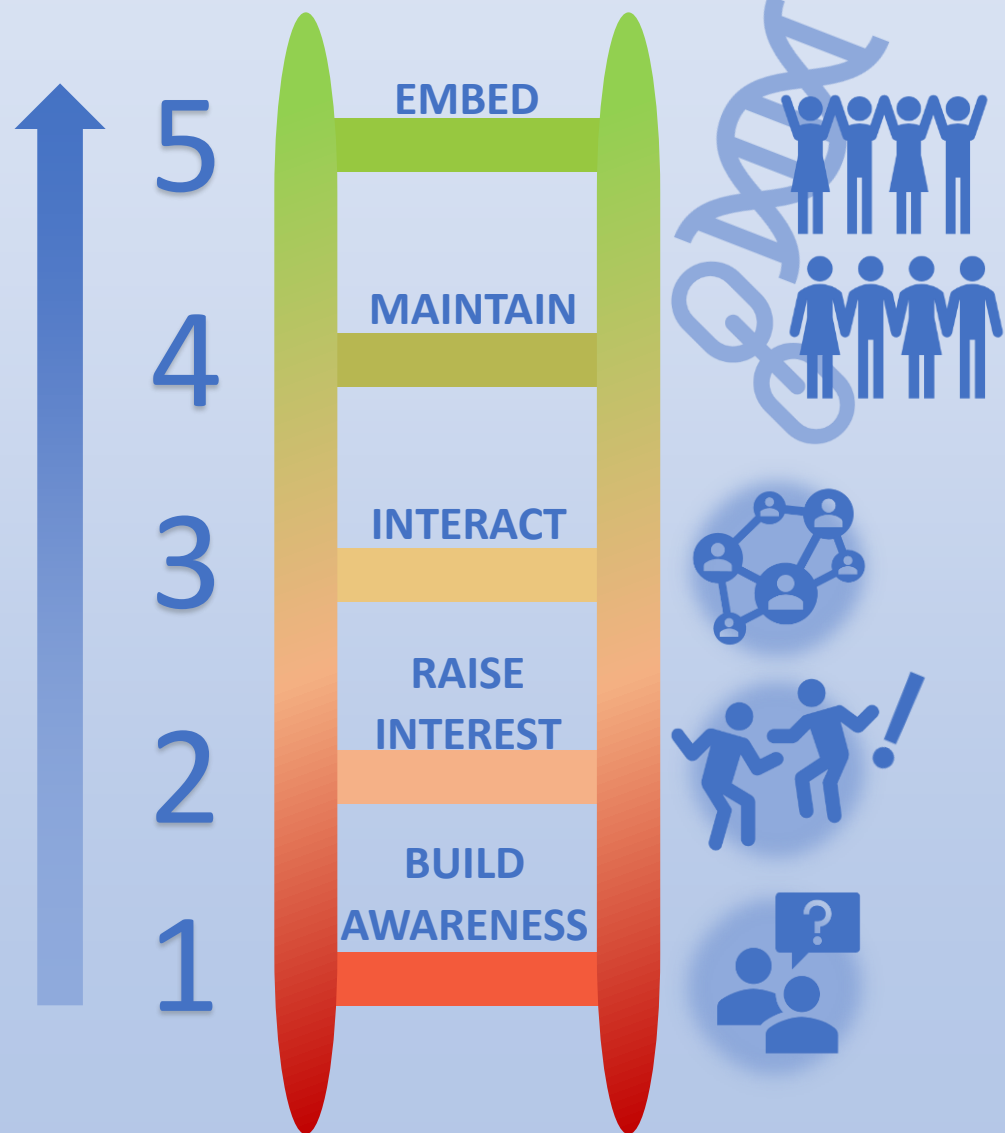
The user is then encouraged to score the level of impact that the stakeholder has on their work, before mapping each stakeholder on the stakeholder grid (left) in order to decide how best to engage with each.

It is recommended that the stakeholder mapping tool is considered alongside (or shortly after) the K2A materials, as many of the reflections from K2A will inform responses to this resource.

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Engagement Framework



ENCOURAGED

We have designed an engagement framework to encourage teams (and 'KM Champions' within wider structures) to engage colleagues throughout their immediate team, division or even organisation, to learn about, and get involved with KM.

This is based on a 'KM Engagement Ladder' which provides a structure for encouraging colleagues with no knowledge of (or even interest in) KM to learn, engage, become enthusiastic about and eventually embed KM within their activities. The end product is 'having KM in your organisational DNA'.

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Communication Plan Template

ENCOURAGED

Elements of a Strategic Communications Plan

Determine Goal

Identify and Profile Audience

Develop Messages

Select Communication Channels

Choose Activities and Materials

Establish Partnerships

Implement the Plan

Evaluate and Make Mid-Course Corrections

We recommend that in the first instance, teams contact their communications departments in order to receive specific advice and support for developing communication plans for their work.

This generic communications plan template is not considered 'essential' but provides deeper probing on some of the questions posed in the K2A checklist around audience and means of communicating with them (the 'Who?' and 'How?').

This resource is not tailored to public health or research colleagues, and so it is recommended that users engage with the questions that add value to their considerations from their first round of K2A.

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HCAI@ukhsa.gov.uk



Evaluating KM

Resources designed to allow individuals and teams to self-assess their KM activity – to highlight areas of good practice, identify areas for improvement, and track progress

Summary of resources in this section

Resource description	Essential/Encouraged
KM Maturity Model Introduction document	Essential
KM Maturity Model	Essential
Impact Evaluation framework	Encouraged
University of Oxford page on monitoring and evaluating policy engagement	Encouraged

This section focusses heavily on the PHE/UKHSA 'KM Maturity Model' (see subsequent slides for further detail).

By the end of this section, KM Champions and their teams should be able to take part in reflective conversations about their KM activity, including their successes, areas for improvement and progress.

It is recommended that teams complete a 'round' of the KM Maturity Model at the very beginning of their 'KM journey' in order to measure progress in subsequent rounds.

Teams should keep a record of their KM Maturity Model outcomes in order to measure this progress.

KM Maturity Model – Introduction Document



ESSENTIAL



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Introduction to the Knowledge Management Maturity Model

This resource provides a helpful introduction to the maturity model, how it is designed and how it can be used. It includes a useful glossary of terms also.

It is recommended that this short document is read before teams attempt to complete the maturity model itself.

The KM Maturity Model is a PHE/UKHSA tool, adapted from the cross-government designed model (see 'Knowledge principles for Government, page 18).

The aim of the tool is to help teams to identify/map what they are already doing around knowledge management, what they would like to be doing, and plan ways to achieve this. It provides a benchmark, allowing you to record and review progress.

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KM Maturity Model



ESSENTIAL

The KM Maturity Model is split into six 'high level outcomes':

High level outcome 1 (KM Principles for government: 1, 2) Leaders actively promote, champion and embed knowledge management cultures and practices
High level outcome 2 (KM Principles for government: 4) Knowledge seeking and sharing is continually practised at all levels of the organisation
High level outcome 3 (KM Principles for government: 1, 2, 5) Knowledge management successes and benefits are identified, rewarded and celebrated
High level outcome 4 (KM Principles for government: 3, 5, 6, 7) Lesson identified are used to drive continuous improvement
High level outcome 5 (KM Principles for government: 2, 3) Knowledge management tools and techniques are current, accessible and effectively applied
High level outcome 6 (KM Principles for government: 1, 2, 3, 4) Knowledge seeking and sharing is embedded in business processes, corporate functions and supporting systems

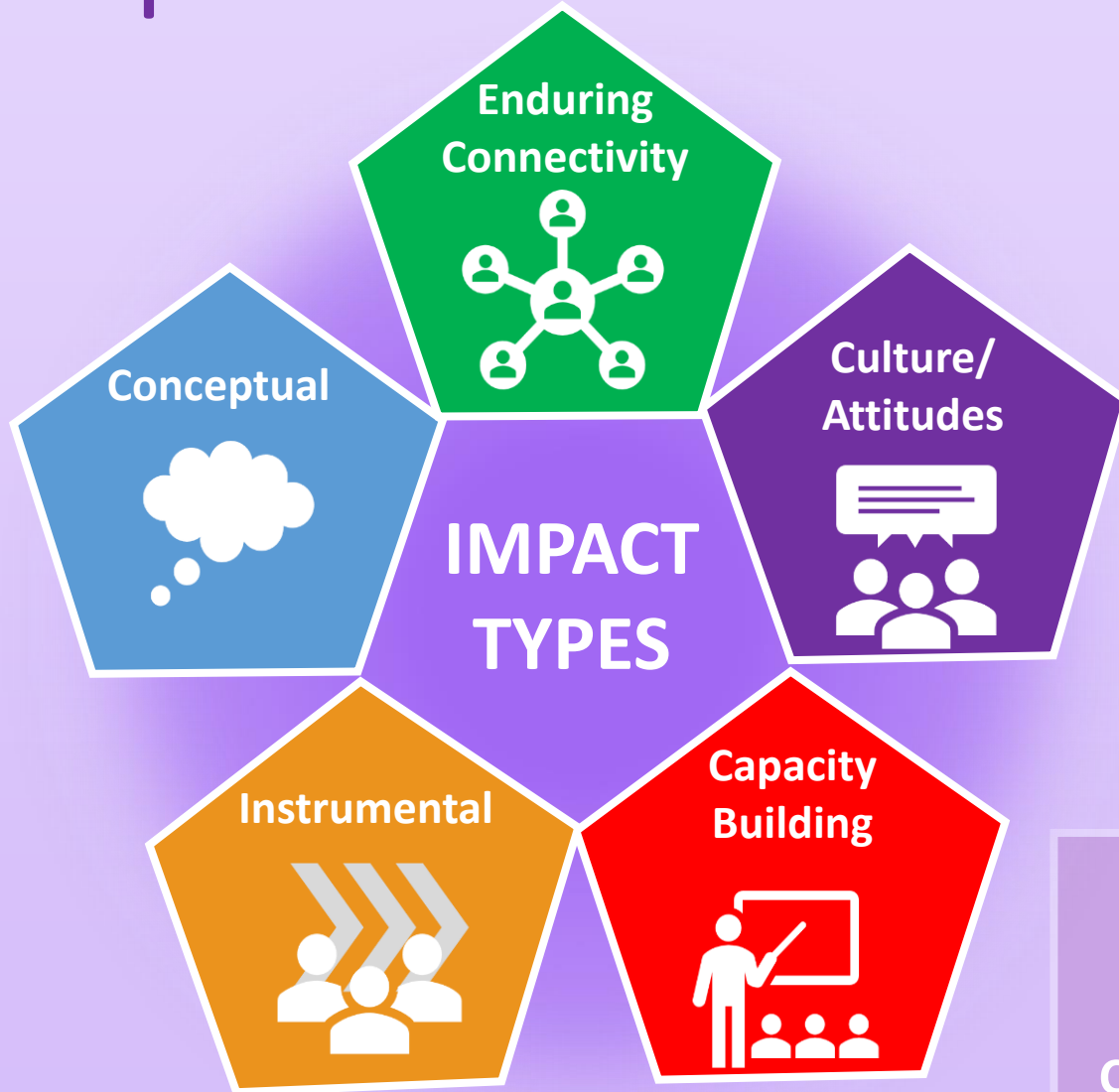
Users are asked to consider each high level outcome, each of which contains several 'sub-level outcomes'. Users are asked to rank themselves from 1-3 for each outcome, with indicative measures/activities being given to help inform self-assessment.

This resource is designed to facilitate team discussions around KM self-assessment. It is recommended that teams complete a round of the maturity model at the beginning of their 'KM journey' and then perform subsequent rounds annually, in order to measure progress in KM activity.

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HCAI@ukhsa.gov.uk

Impact Evaluation framework

ENCOURAGED



In order to begin thinking about how to evaluate the impact of the knowledge that you are mobilising, we recommended exploring an impact evaluation framework designed by researchers at the London School of Economics.

This introduces the concept of five impact types:

- 1) **Instrumental**: changes to plans, decisions, behaviours, practices, actions, policies
- 2) **Conceptual**: changes to knowledge, awareness, attitudes, emotions
- 3) **Capacity-building**: changes to skills and expertise
- 4) **Enduring connectivity**: changes to the number and quality of relationships and trust
- 5) **Culture/attitudes** towards knowledge exchange, and research impact itself

ACCESS BY:

Clicking [here](#) to read a comprehensive blog post from LSE about the framework.

Clicking [here](#) to read a more in-depth academic paper from the co-creators of the framework

University of Oxford page on monitoring and evaluating policy engagement



This webpage, designed by the University of Oxford, hosts a wealth of information – aimed at research staff – designed to help them monitor and evaluate engagement with public policy, and learn from it.

The page contains three guidance notes and further resources, designed to familiarise users with principles to improve policymaker engagement. The page is designed to share tools that can be used to support monitoring and evaluation of policy engagement, and highlight how universities or other research organisations can embed these principles within varying research support structures.

The screenshot shows the top navigation bar of the University of Oxford website, including links for Admissions, Research, News & Events, and About. Below the navigation bar is a search bar and a list of categories: Research, Divisions, Research Impact, Libraries, Innovation and Partnership, Support for Researchers, Research in Conversation, and Public Engagement with Research. The main content area features the title 'How do I monitor, evaluate and learn about policy engagement?' and a sub-header 'SUPPORT FOR RESEARCHERS'. The page includes a list of links such as 'New to Oxford?', 'Using research to engage', 'Research funding', 'Open research', 'Information and data services', 'Personal and professional development', 'Connecting with other researchers', 'Career planning', 'Teaching and supervision', and 'International visiting researchers'. The main text discusses guidance notes and resources for researchers and support staff.



Guidance note 1: Principles of monitoring, evaluation and learning for policy engagement



Guidance note 2: Monitoring, evaluation and learning for policy engagement: approaches, questions and resources



Guidance note 3: How universities and funders can support monitoring, evaluation and learning for policy engagement

ACCESS BY:
Clicking [here](#) to visit the website



Reporting KM

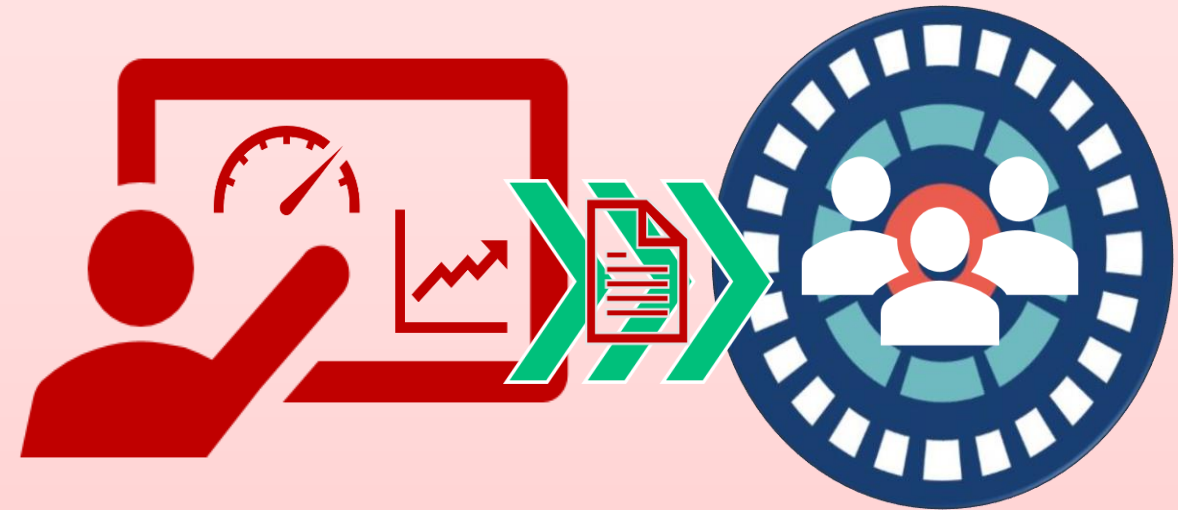
For HPRU colleagues, this section will provide links to the NIHR KM reporting requirements, when available

NIHR KM reporting documents



As part of HPRU NIHR funding, HPRUs will be required to report annually in a number of domains. KM will be a specific reporting requirement for HPRUs and so reporting templates will be circulated once available.

It is recommended that teams familiarise themselves with the reporting templates and requirements early on and ensure that they keep a detailed log of KM activity and progress within their team. This will reduce the burden of reporting when completing the reporting documents.



ACCESS BY:
Not required for external colleagues

Contact us



The KM Toolkit is a 'living' resource. If you would like to suggest any materials that you would like to see in future versions, ask any questions about specific resources or discuss further how we can support your 'KM journey' please get in touch with the HCAI & AMR KM team at PHE/UKHSA:

Julie Robotham (Lead): Julie.Robotham@ukhsa.gov.uk
Jordan Charlesworth: Jordan.Charlesworth@ukhsa.gov.uk
Viviana Finistrella: Viviana.Finistrella@ukhsa.gov.uk

For more information about the work of the PHE/UKHSA Knowledge and Management Programme (part of the Knowledge and Library Service) and the KM Maturity Model resources:

Victoria Richardson: Victoria.richardon@ukhsa.gov.uk

For more information on the K2A resources, please contact the Local Knowledge and Intelligence Service (LKIS) Midlands team:

LKIS Midlands: LKISmidlands@ukhsa.gov.uk