



Office for Health
Improvement
& Disparities

Fuse conference 2022:

**Knowledge to action (K2A) Essentials:
practical resources to get public health
intelligence in to action**

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From basement to national guidance

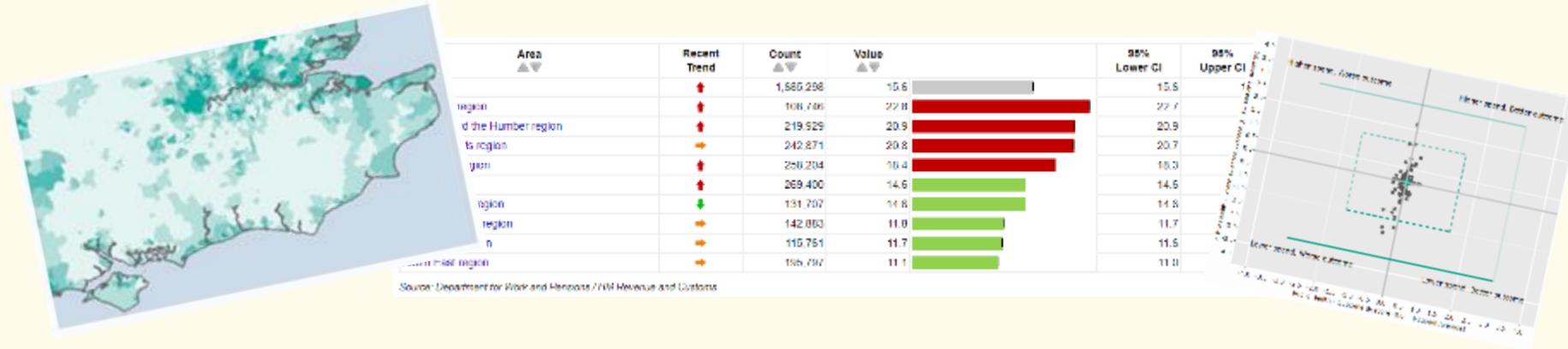
It all started in a basement in London in June 2018...

- Four people
- Flip charts and pens
- In a London basement



What were we trying to do?

- We produce lots of statistical tools, reports and publications



- For lots of different audiences



The Local Authority conversation?

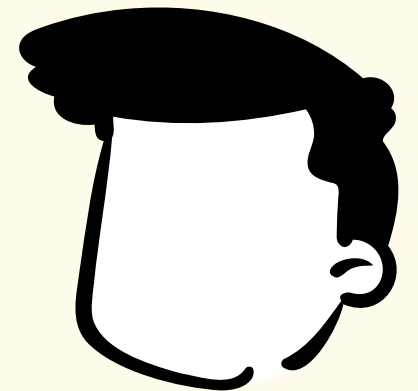
I really like the new product but I find I need to change aspects of it

How can you better support my needs?
How can you make the products you create more suited to the work I do?



Sounds like we haven't communicated with you enough...

Hi how do you like the new tool?



What were we trying to do?

- We didn't want them gathering dust on a shelf or relevance not being understood



- We wanted to help colleagues to make sure they reach:
 - the right audience
 - with the right messages
 - in the right format and
 - at the right time

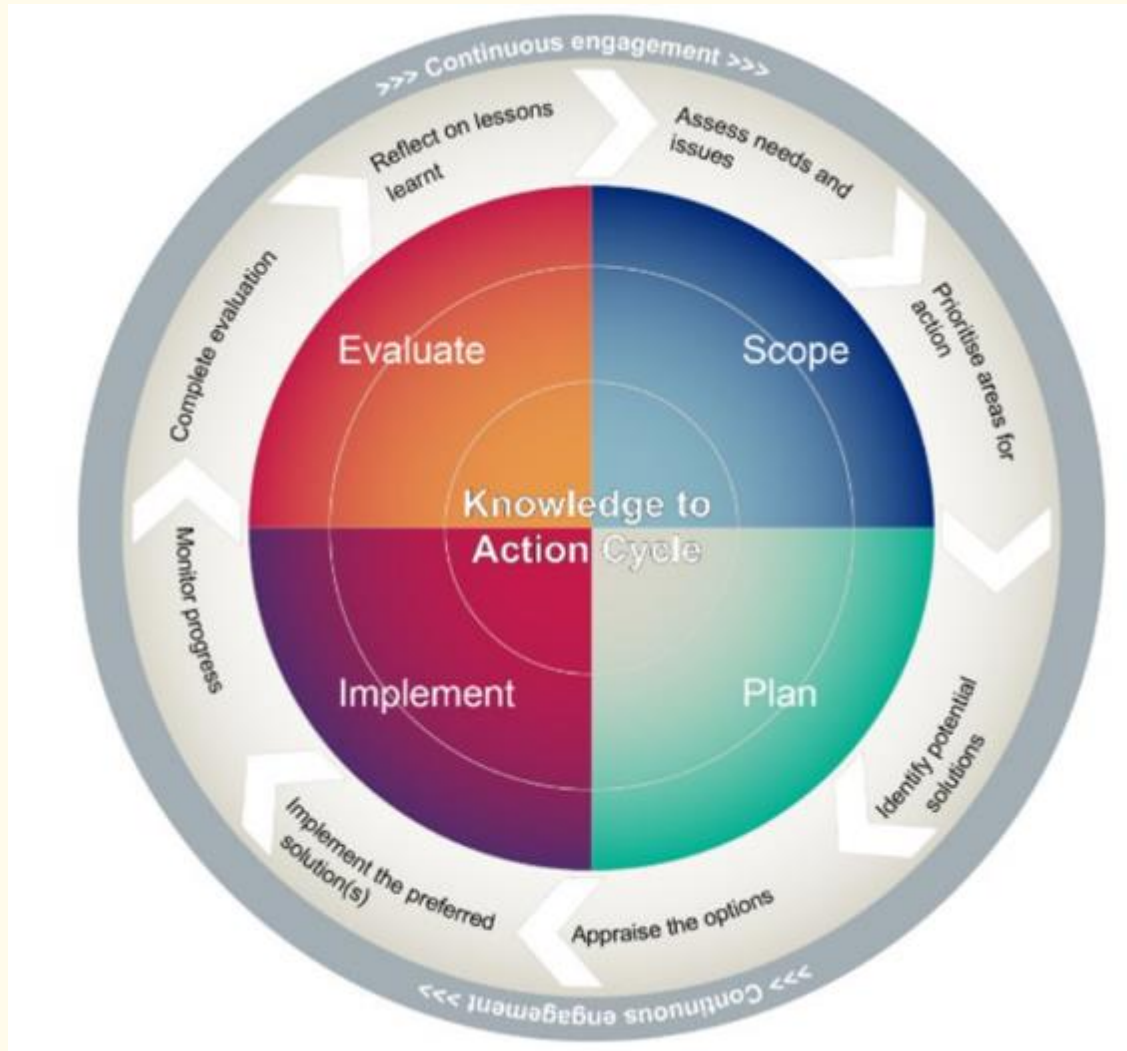


The evidence base

- **2013 – PHE Knowledge Strategy - knowledge translation a priority**
- **2017 – Warwick University commissioned to review published evidence on effective knowledge translation**
- **2017 – identified systematic review of the evidence *Using Evidence What Works?* (from *Science of using Science* programme)**
- **2017 – LKIS worked with Jonathan Breckon, Director Alliance for Really Useful Evidence to test application of evidence to translation of health intelligence products**
- **2017 – established K2A Enabling Workstream across Health Intelligence & Research, Translation and Innovation as part of transformation programme**
- **2018 – K2A Essential development began**
- **2019 – workstream updates via e-postcards**
- **2019 – roll-out of training**



The Knowledge to Action Cycle



- SCOPE
- PLAN
- IMPLEMENT
- EVALUATE

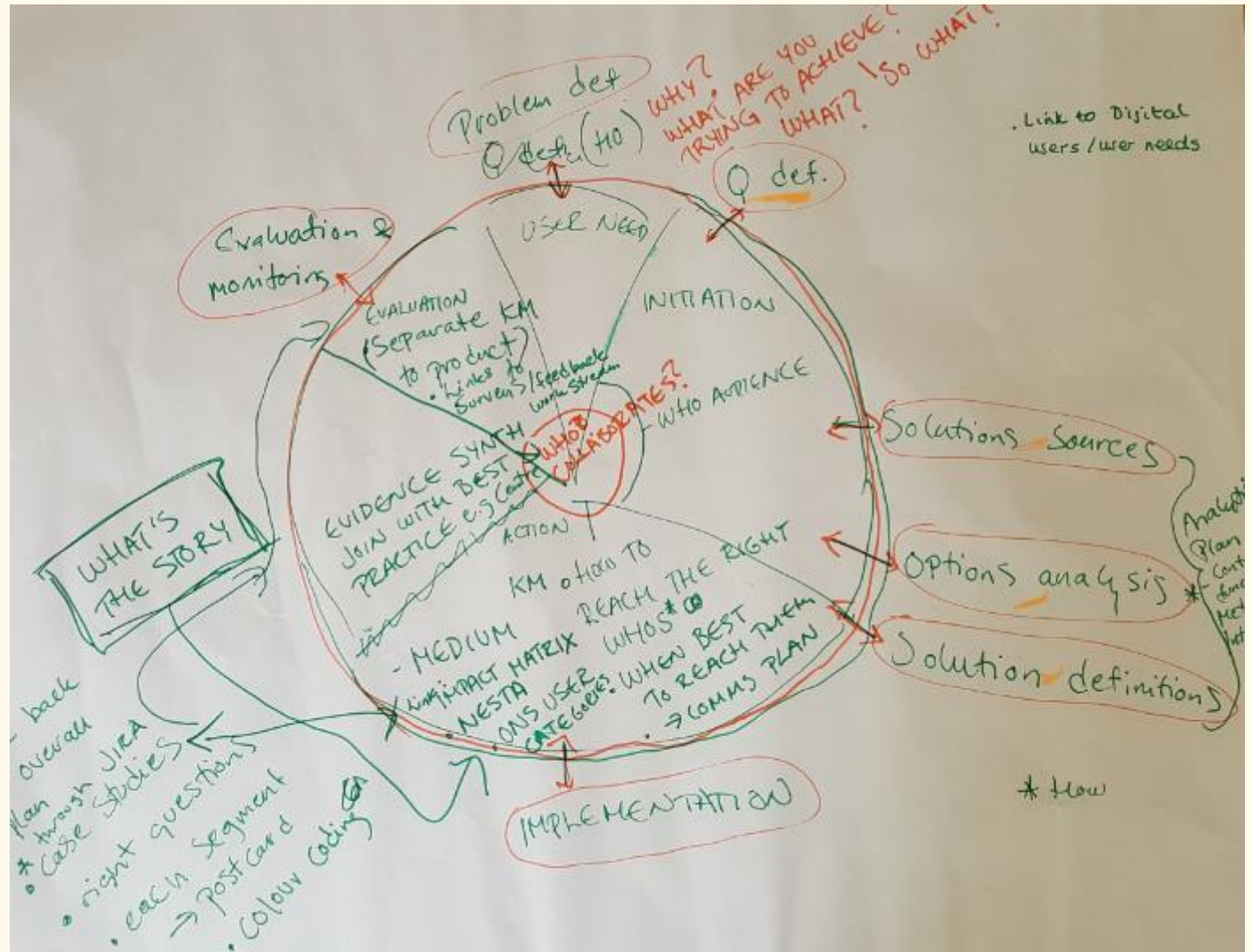
- AUDIT LOOP

At the heart of the knowledge to Action cycle is continuous engagement



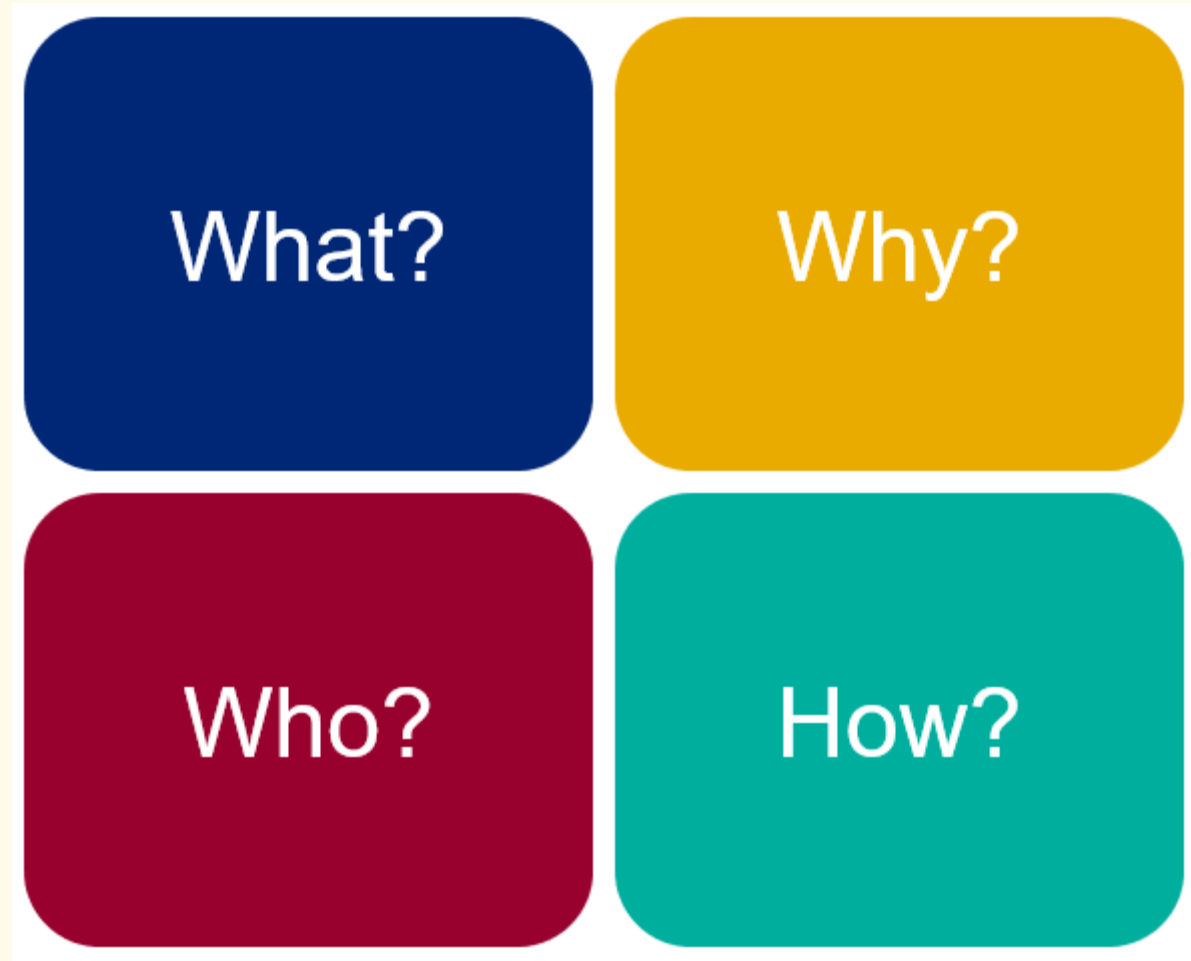
An embryonic model emerged

- Within life-cycle of a project
 - Scope
 - Plan
 - Implement
 - Evaluate
 - Repeat
- Why are you doing this?
- Who is the audience?
- How can you reach them?
- What is the evidence for what works?
- What's the story?



The key questions

- What are the key questions?
- When do you ask them?
- Initially we thought different questions at different stages of a project...
- Or all questions at the implementation part of a project...



We shared it and tested this out

- Workshop with colleagues
- 'Market place' with wider colleagues
- Bite-sized training
- Shared 'postcards'



Knowledge to Action (K2A) (Postcard 1)
This is the first in a series of postcards highlighting the work of the Knowledge to Action (K2A) workstream

<p>What is knowledge to action (K2A)?</p> <p>K2A aims to bridge the know-do gap</p> <p>Knowledge and intelligence</p> <p>Policy and practice</p>		<p>What is our aim?</p> <p>To address the know-do gap ensuring our data and evidence is effectively used to improve people's health</p>
<p>Who are we?</p> <p>We are a small working group with representation from across Health Intelligence and Research, Translation and Innovation</p>	<p>How do I get involved?</p> <p>We would love to get involved! Our conference page: https://bit.ly/2RAUN3N or email: Stan.Evans@phe.gov.uk, Graeme.Walsh@phe.gov.uk or Jake.Abbas@phe.gov.uk</p>	<p>Coming up next...</p> <p>Look out for the second in this series of postcards to find out more about the group and how you can get involved</p>

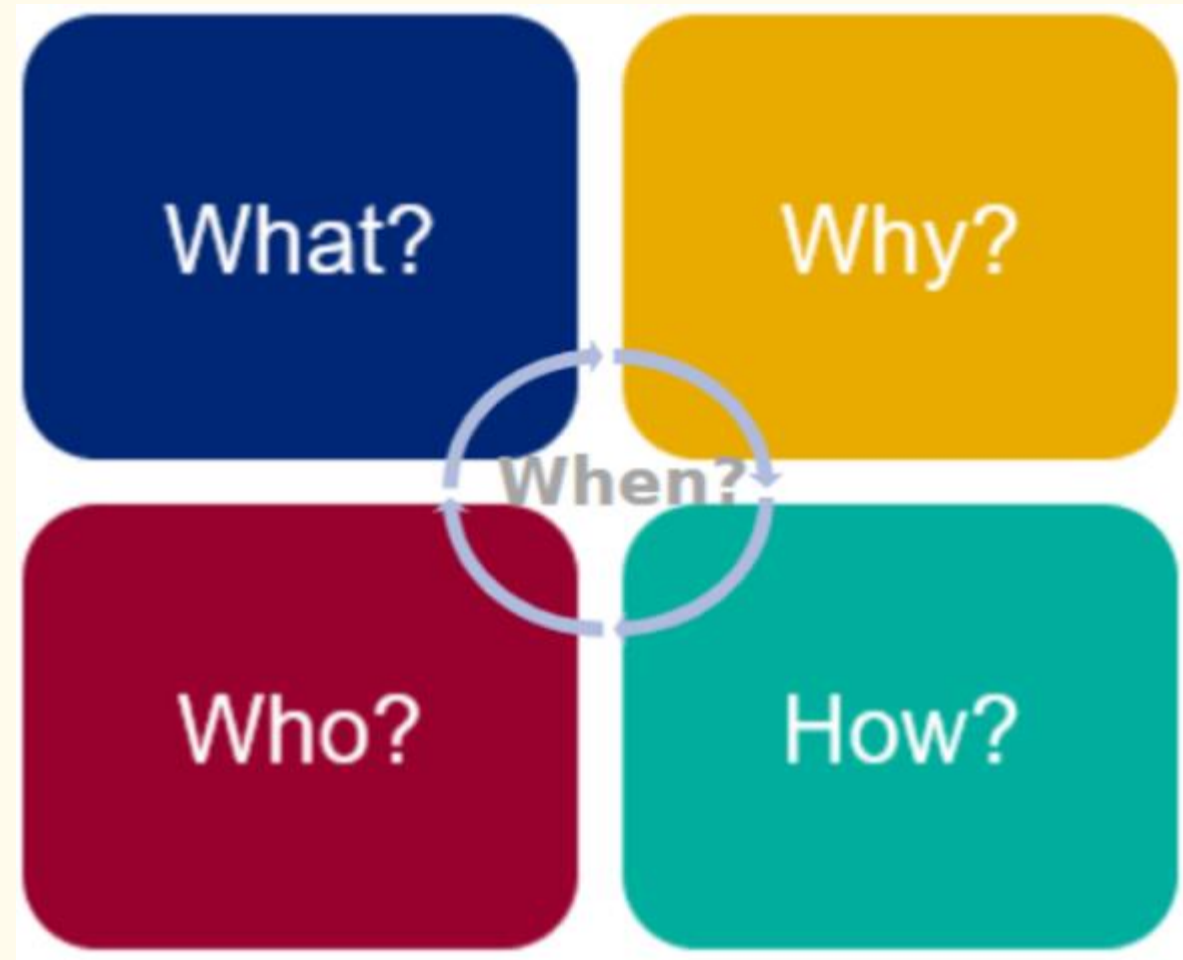
Knowledge to Action (K2A) (Postcard 2)
This is the second in a series of postcards highlighting the work of the Knowledge to Action (K2A) workstream

<p>What is Knowledge to Action?</p> <p>Knowledge to Action aims to bridge the know-do gap. It focuses on evidence-based practices underpinned by PHE, to support the more effective creation, sharing and use of knowledge to inform decision making, resulting in change in policy and practice to the health gain.</p>	<p>Who are we?</p> <p>We are a small working group with representation from across Health Intelligence and Research, Translation and Innovation</p>
<p>Terminology currently used across PHE</p> <p>A variety of terms are currently being used across PHE. These include Knowledge Transfer, Knowledge Exchange, Knowledge Translation and Knowledge Invention</p>	<p>How do I get involved?</p> <p>Thank you to everyone who has already got in touch to find out more about the work programme. We are always a work in progress. Here is the year to date on what we and others across PHE are doing around K2A. If you would like to be involved, please email Jake.Abbas@phe.gov.uk, Stan.Evans@phe.gov.uk or Graeme.Walsh@phe.gov.uk. If you have access to Confidential, you can also visit our conference page https://bit.ly/2RAUN3N</p>
<p>What have we chosen?</p> <p>The group has adopted Knowledge to Action Science (K2AS) as an umbrella term that encompasses all aspects of activities at the interface of knowledge, policy and practice</p>	<p>Coming up next...</p> <p>Look out for the next in this series of postcards to find out more about the group and how you can get involved</p>



Refinements

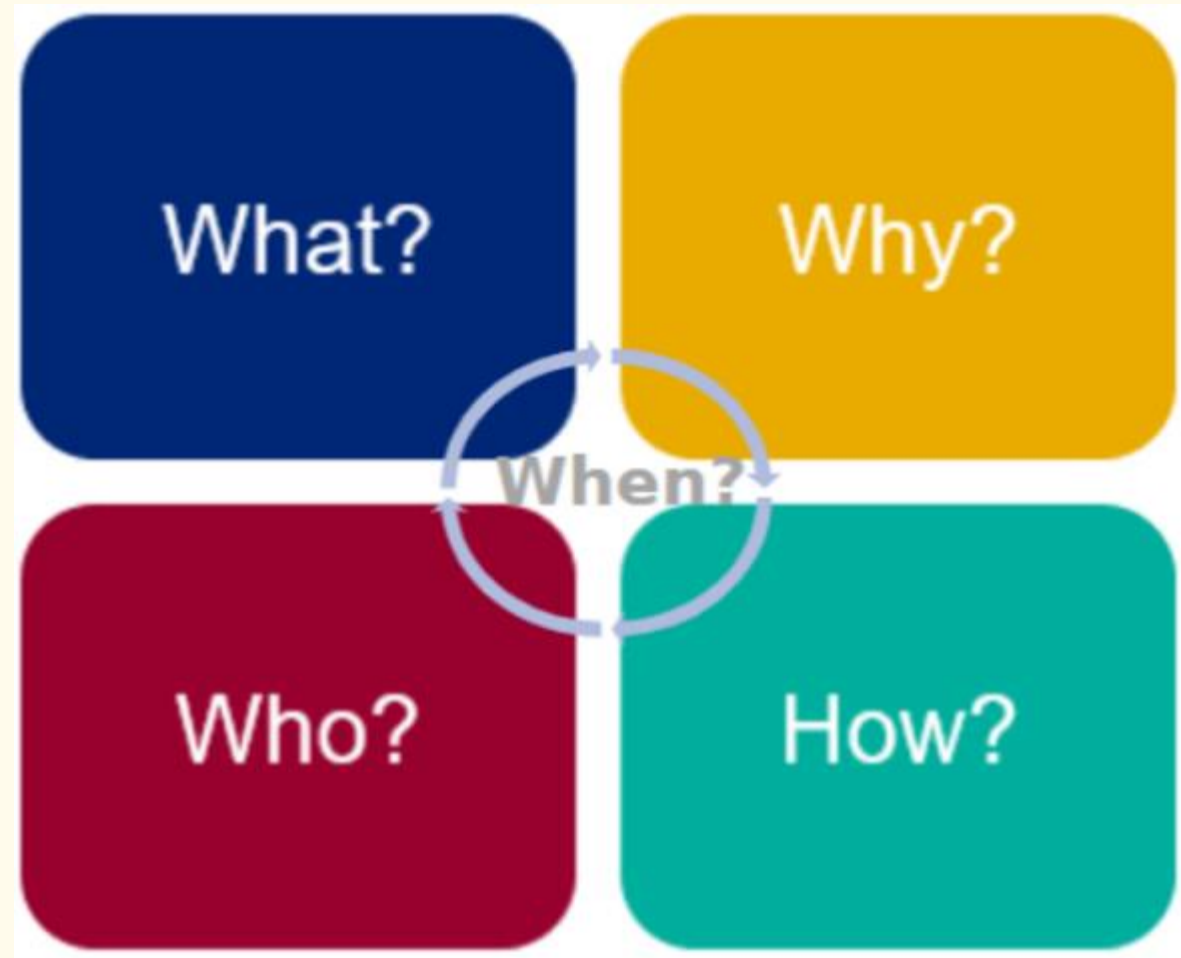
- Well-received and already being used
- Add in 'when'
- Non-linear path through questions needed
- Useful at any stage of a project



What is K2A Essentials

A toolkit which helps support us to:

- Reach the **right** audience
 - At the **right** time
 - In the **right** format(s)
 - With the **right** messages
-
- After going through the different areas of the grid you should have enough information to form a knowledge mobilisation plan.



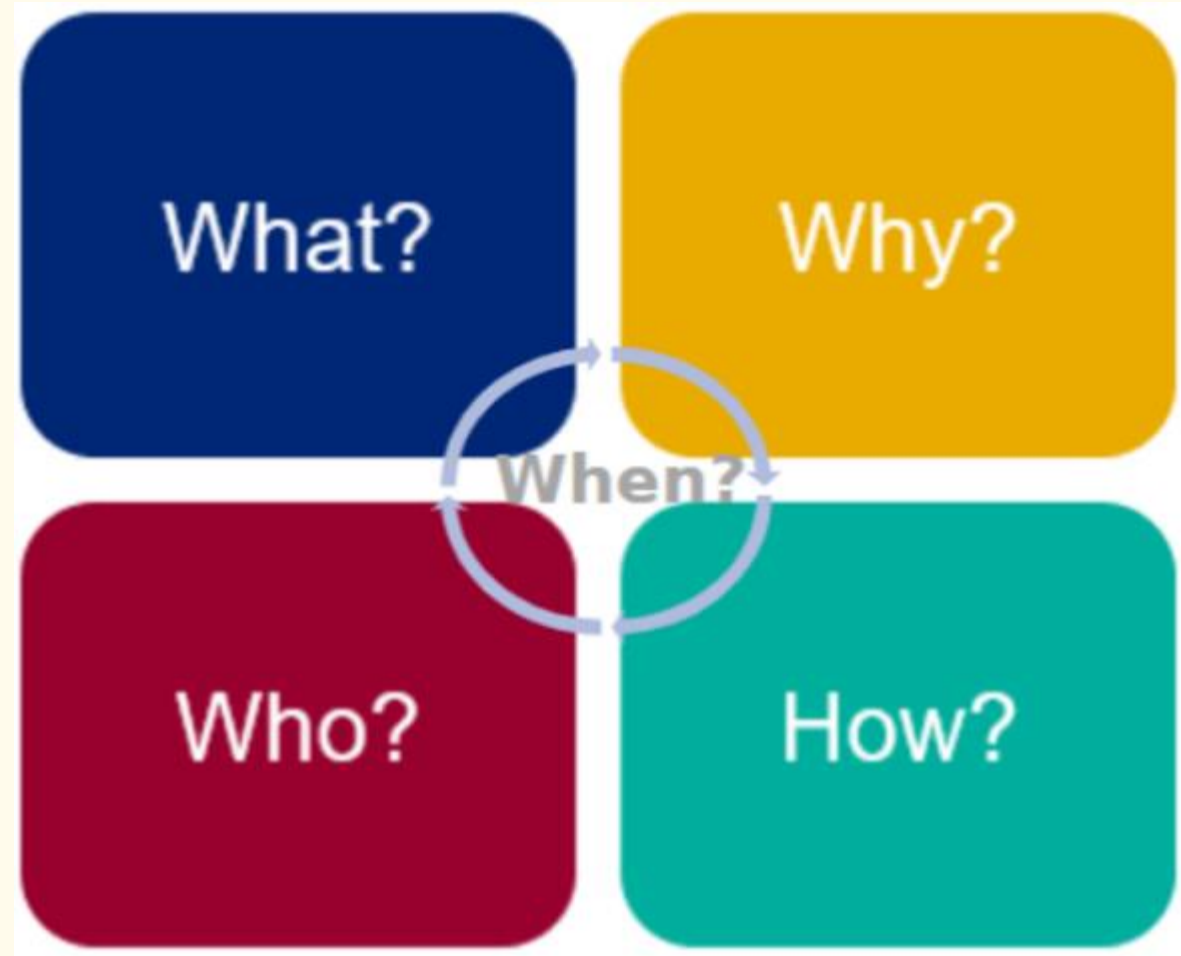
What is K2A Essentials

K2A can be used at any stage in a project

Helps bridge the gap between the knowing and the doing by assessing:

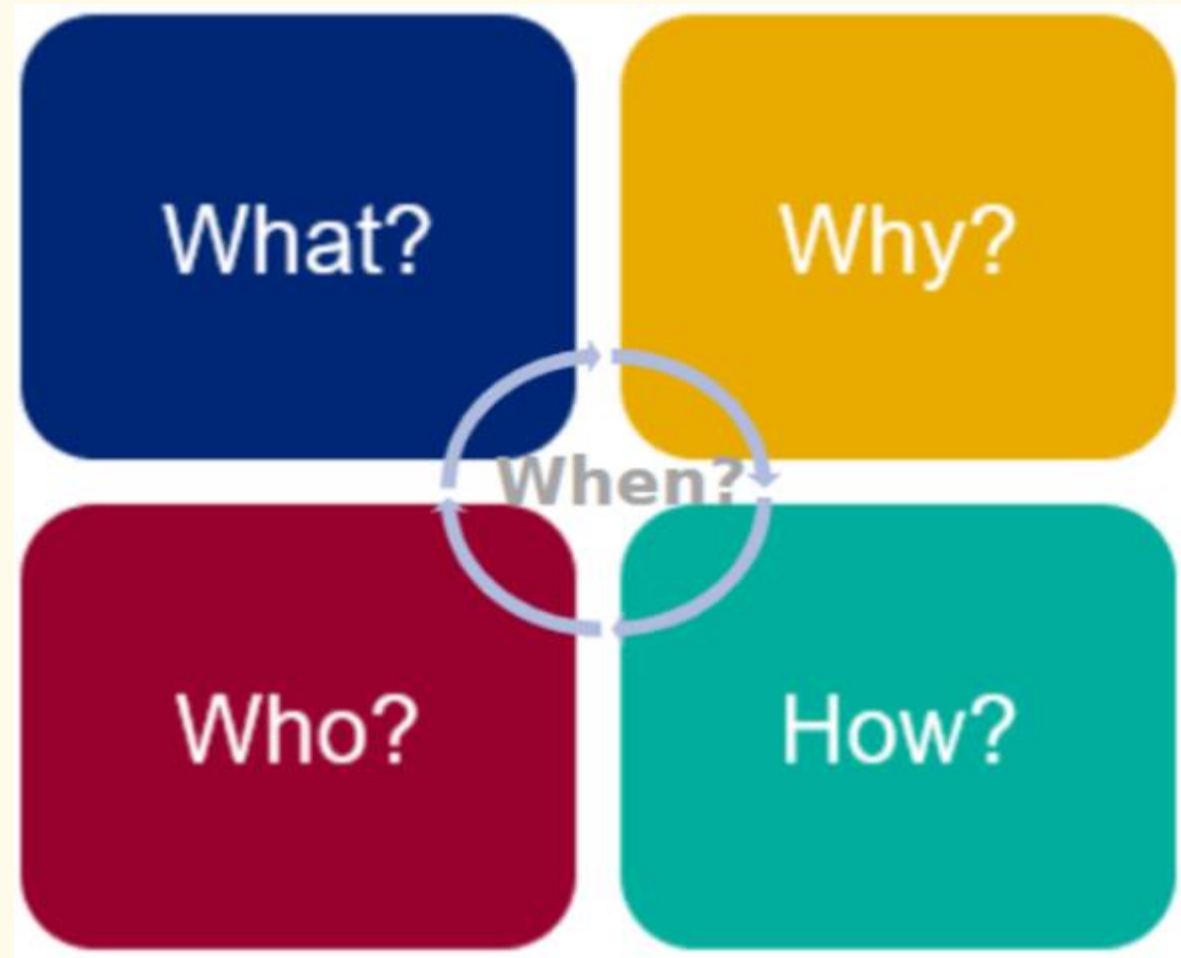
- Who – audience/collaborate?
- Why is this work important?
- What are the key messages?
- How to mobilise – what methods?
- When to take action?
- Does “it” need to align with the release of other outputs?

Repeat for different audiences



What is K2A Essentials

- Questions to prompt discussion
- Can apply to projects of any size
- No specific order
- Useful to have number of perspectives - so process ideally not one person
- Method not prescribed – workshop, project meeting, small group, etc
- Varying levels of detail will be needed
- Outcome will inform knowledge to action plan
- Evidence from evaluation
- Audit principles

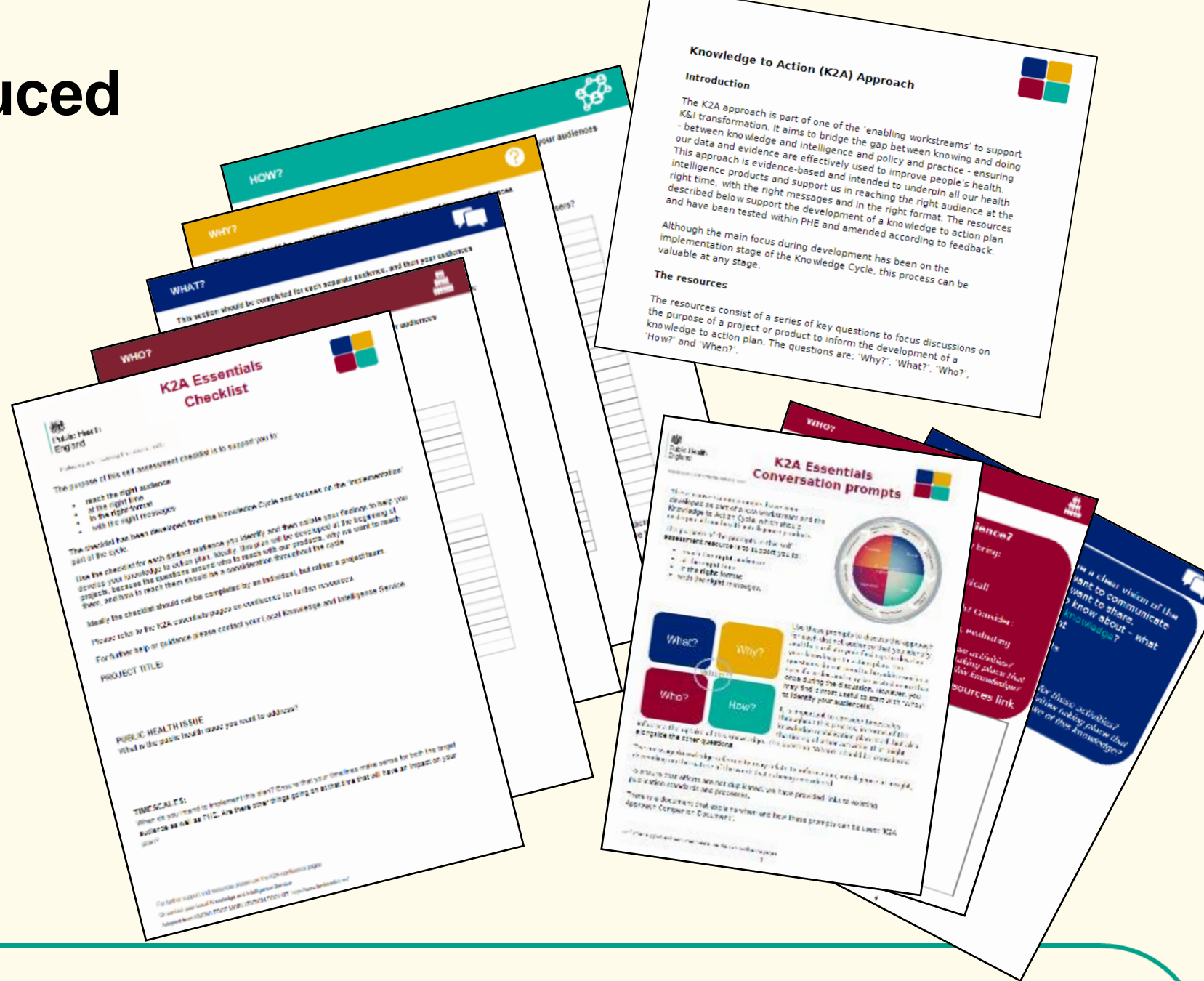


What we have produced

Developed 'K2A Essentials'

Developed on-line resources in confluence

- Checklist
- Companion document
- Conversation starters
- Resources linked to each question





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How do I use K2A?

K2A “the verb”

The next challenge...



socialization

/səʊʃ(ə)lɪ'zeɪʃ(ə)n/

noun

noun: **socialisation**

1. the activity of mixing socially with others.
"socialization with students has helped her communication skills"
2. the process of learning to behave in a way that is acceptable to society.
"pre-school starts the process of socialization"



Prove it's worth

Buy in from leadership

Buy in from product developers

Buy in from customers/ requesters/ commissioners

K2A the K2A

- Who were our primary audience, then who? Who were our champions?
- What did we need them to know – what key messages
- What did we need them to do – what action?
- What mechanisms could we utilise, what meetings, what conversations
- Why – what was in it for them?



Building momentum...

Audience	Message	Mechanism
Analysts within the team	K2A at the start	Training, presentations at key meetings, postcards, memos, events, pilots and evidence
Customers/ requesters of products	K2A leads to better products that are more useful	Senior meetings, ad hoc meetings, within scoping phase
KM specialists	K2A is a key part of our work	Network of specialists, regular meetings, our workforce sending the message
Leaders/ Management	Ask for K2A in every product	Senior meetings, team meetings, bottom up approach – from within the team. Show it works

COVID-19



K2A 'the verb'

COVID changed the narrative for us and K2A provided its worth when it mattered

- Products were centred on what the user needed and changed constantly as user need changed
- Adapted to home working – K2A helped everyone understand the message as this was set out at the start
- K2A gave a framework that practically helped

Word spread...

*“Has it been K2A'd?”
“Can I see the K2A?”
“K2A it”*



The resources which support K2A

SCOPE:

- Public health networks within each LKIS team (7 Regions in England)
- Heads of Public Health expert reference groups
- Routine monitoring of feedback boards, enquiries and JIRA project management boards
- User engagement champions (national)

PLAN and IMPLEMENT:

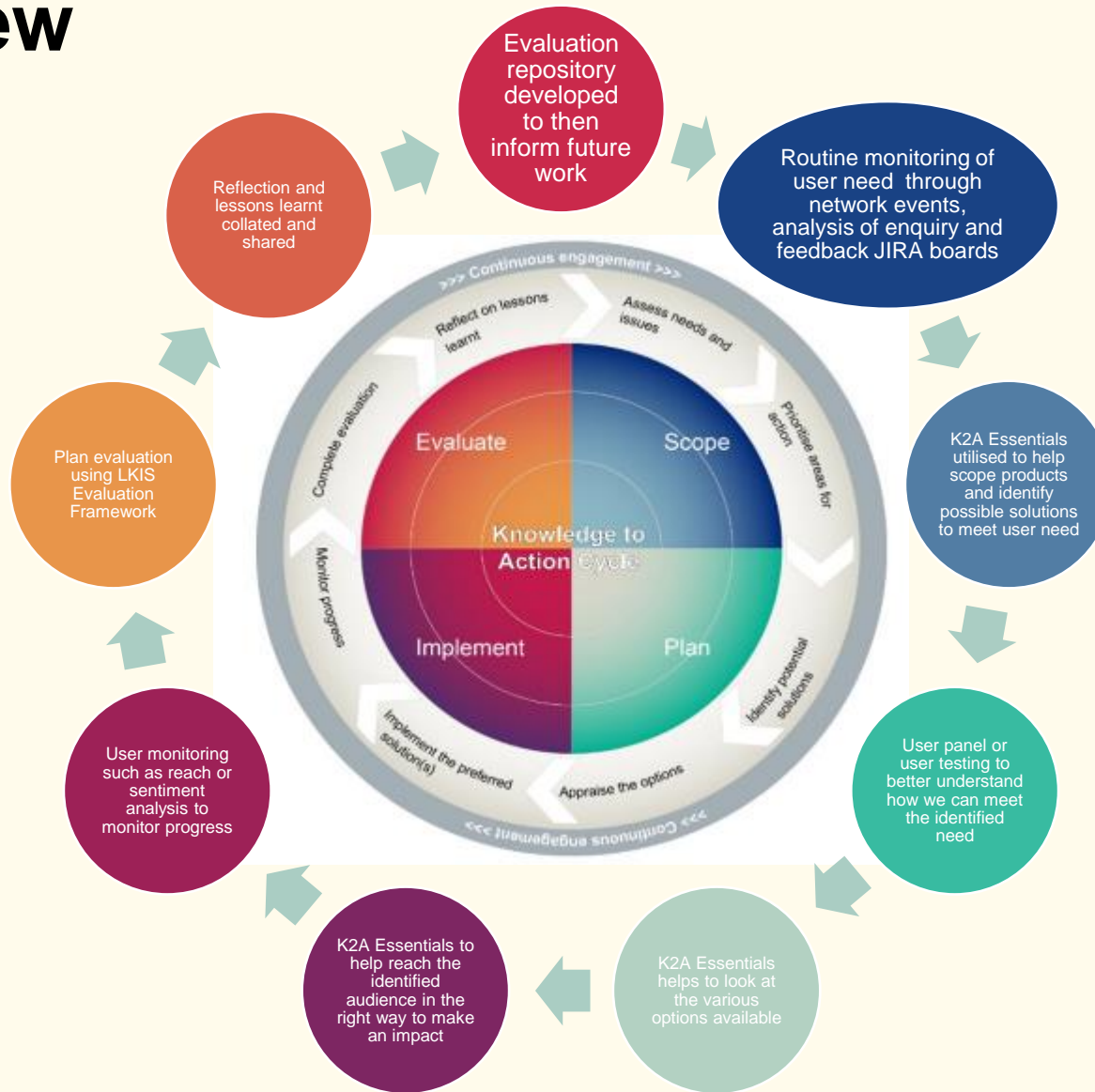
- K2A Essentials toolkit
- eLearning via HEE ELFH platform
- Internal CPD via K2A champions (LKIS and wider OHID)
- Web presence nationally via Government Statistical Services (GSS)
- Internal web presence for documentation
- User engagement champions (national)

EVALUATE

- Standardised evaluation platforms for products, tools, and services
- Case studies
- User engagement champions (national)



K2A overview



K2A summary

- It saves time in the long run
- It gives a shared understanding
- It produces better products
- It can be as big or small as you like – just a few questions or a full workshop
- It gives structure but is adaptable
- It puts the user at the forefront



Thank you

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