KTA Publications

1. McWilliam, C.L., Kothari, A., Leipert, B., Ward-Griffin, C., Forbes, D., King, M.L., Kloseck, M.,
   Ferguson, K. & Oudshoorn A. (2008). Accelerating CDC: A Pilot Study for Social Interaction
   Approach to KT. CJNR, 40(2), 58-74.
   Internet Link – Access to journal required
   http://www.ingentaconnect.com/content/mcgill/cjnr/2008/00000040/00000002/art00006
   Abstract

   This study piloted a knowledge translation (KT) intervention promoting evidence-based home care through social interaction. A total of 33 providers organized into 5 heterogeneous, geographically defined action groups participated in 5 researcher-facilitated meetings based on the participatory action model. The KT evidence reflects an empowering partnership approach to service delivery. Exploratory investigation included quantitative pre-post measurement of outcomes and qualitative description of data, presented herein. The critical reflections of the groups reveal macro-, meso-, and micro-level barriers to and facilitators of KT as well as recommendations for achieving KT. Insights gleaned from the findings have informed the evolution of the KT intervention to engage all 3 levels in addressing barriers and facilitators, with a conscious effort to transcend "push" and "pull" tendencies and enact transformative leadership. The findings suggest the merit of a more prolonged longitudinal investigation with expanded participation.

2. McWilliam, C.L., Kothari, A., Kloseck, M., Ward-Griffin, C., Forbes, D. (2008). Organizational
   Learning for Evidence-Based Practice: A "PAKT" for Success. Journal of Change Management, *in press.*
   Abstract

   Purpose: This paper presents a participatory action knowledge translation (PAKT) framework for creating a learning organization to implement and sustain evidence-based practice in health services.
   Approach: Developed and piloted in the home care sector in Ontario, Canada, the PAKT framework inextricably intertwines organizational, team and individual effort in a never-ending cyclical process of refining evidence-based practice, overcoming fragmented, hierarchical bureaucratic functioning by evolving as a learning organization. The process reflects Giddens' (1982;1984;1991) structuration theory. Participants combine bottom-up *pull* in decision-making, organizational leader *push* toward evidence-based practice and social interaction to create knowledge that integrates research evidence with tacit understanding and experience, thereby refining evidence-based practice.
   Findings: The PAKT approach makes organizational commitment to knowledge translation visible, undoes bureaucratized hierarchical relationships, fragmented work effort and entrenched work patterns, and creates an opportunity for all involved to question the status quo and move toward more evidence-based practice. Managers are positioned to influence the accommodation of externally imposed policies and system trends, as well as

internal cultural and structural attributes, resource considerations, policies and priorities. The costs of knowledge translation are accounted as a "need to have" part of service delivery, rather than "added-on" staff education. The approach, however, requires time, effort and belief in service providers' ability and willingness to integrate their experiential and tacit knowledge and judgment with research evidence.

Originality/Value of the Paper: While learning organizations and knowledge translation are widely promoted, there is little direction for achieving them. The PAKT framework provides a structuration process for promoting evidence-based practice.