EXAMINING HEALTH CARE MANAGERS’ USE OF KNOWLEDGE: A REVIEW AND SYNTHESIS

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WHY IS IT NEEDED?
Data Collection

- Systematic review
- 10 online databases
- Independent reviewers
- Independent quality assessments
Data Synthesis

- Meta-synthesis of qualitative case studies (Hoon, 2013)
- Case studies independently reviewed using interpretive perspective
- Variable networks generated through consensus meetings
- Non-case studies integrated through narrative summaries
Case-Study Network

(for Mitton & Patten, 2004)
Search Results

- Seven studies reported in 11 articles met inclusion criteria
- Five studies qualitative, one mixed method & one study quasi-experimental
- Quality of studies were low (n=1), moderate (n=5) & high (n=1)
Validation of Findings

- 2 semi-structured focus groups (n=5; n=11)
- Sixty-minute sessions
- Reviewed for: participant agreement with themes, new themes, ideas to enhance research use.
Study Interventions

- Formal/informal training
- Meeting-based, executive level knowledge translation
- Formal residency program
- Desktop application
Thematic Results

- Time as a resource
- Prioritization
- Organizational context
- Capacity building/awareness

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<th>Author (Year)</th>
<th>Time as a Resource</th>
<th>Capacity Building</th>
<th>Organizational Context</th>
<th>Prioritization</th>
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Time as a Resource

- Identified across all studies
- All aspects of research use perceived as too time consuming
- Time reported as barrier regardless of intervention nature or duration
Prioritization

- Reported in 4 studies
- Research use had to align with already ongoing organizational initiatives
- Research related to specific priorities needed to motivate others to use research
Capacity Building & Awareness

- Reported in 6 studies
- Ability to locate, appraise and apply research
- Highlighted managers’ broad definition of evidence
- Focus groups provided weak agreement with theme
Organizational Culture & Context

- Reported in all studies
- Most studies did not clearly describe dimensions of context
- Lack of librarians, available data & funding for training
- Inconsistent values around types of evidence
Proposed Interventions

Focus group participants suggested:

- Establishing a journal club
- Addition of module to manager orientation
- Altering hiring criteria to favor innovators
- Providing managers with list of “top 20” sites for research evidence
- Establishing learning collaborative
- Enhance access to facilitative resources
Conclusions

- Interventions to enhance managers’ research use were better received if time allocated for research use aligned with organizational prerogatives.
- A unified understanding of “research evidence” is needed.
- Results can inform future research to establish relative effectiveness of specific components of an intervention.
References:


Images Retrieved from:

- http://www.b2bgateway.net/images/5Ccase-studies.jpg