

Knowledge Mobilisation Self-Assessment Tool: Making the most of your evidence and knowledge assets. Using research evidence, good practice, managing organisational knowledge and staff 'know-how'

Section 1: Leadership

Leadership	1. Nothing in Place Yet	2. In Early Stages	3. Pockets of Good Practice	4. Business as Usual
1.1. Our leaders and their teams use research evidence and good practice to inform their decisions.	Evidence from research or good practice are not used at all to inform policy, practice or decisions. 1 2 3	Our leaders and teams use the knowledge that already have. 4 5 6	Our leaders and teams occasionally seek-out and use relevant research evidence and good practice to inform decisions. 7 8 9	Our leaders and teams underpin most decisions with robust research evidence and good practice which has been evaluated. 10 11 12
1.2. Our leaders take a strategic view of using research evidence, good practice and managing organisational knowledge.	There is no strategic commitment. 1 2 3	There is some strategic commitment and recognition that knowledge is of value as an organisational asset. 4 5 6	The expectation to apply evidence and knowledge is explicit and embedded within strategic documents. 7 8 9	There is a nominated strategic lead, committed resource and established effective processes to maximise knowledge as an asset. 10 11 12
1.3. Our leaders facilitate and promote the use of research evidence, good practice and organisational knowledge.	There is no visible leadership or support for using evidence and knowledge. 1 2 3	Some leaders ensure people are encouraged and supported to use evidence, good practice and organisational knowledge. 4 5 6	Some leaders set an example in accessing evidence, sharing and learning from each other. 7 8 9	There is strong leadership from the top at Executive level and all leaders act as role models and reward people who share and use evidence and knowledge effectively. 10 11 12
1.4. Our leaders are building a learning health system.	Our leaders are sceptical about the benefits of using evidence from research, good practice or organisational knowledge. 1 2 3	Many of our leaders recognise that learning from research, good practice and sharing internal knowledge is important. 4 5 6	There are examples where knowledge is captured, shared and used to inform policy or practice. 7 8 9	There are processes in place to encourage people to work together to use tools to share and apply their knowledge, contributing to a learning health system. 10 11 12

Section 2: Behaviours

Behaviours	1. Nothing in Place Yet	2. In Early Stages	3. Pockets of Good Practice	4. Business as Usual
2.1 Capacity to use evidence from research	<p>People do not invest their time in using research evidence.</p> <p>1 2 3</p>	<p>Some people and teams invest time in finding, evaluating and using research evidence and examples of good practice.</p> <p>4 5 6</p>	<p>Responsibility to find, evaluate and use research evidence is an explicit part of appropriate roles.</p> <p>7 8 9</p>	<p>Our system or organisation commits appropriate levels of resource to fulfil their obligation to use research evidence to inform decisions.</p> <p>10 11 12</p>
2.2 Approach to using research evidence and organisational knowledge to improve productivity and efficiency.	<p>There is no process in place to use evidence from research, good practice or organisational knowledge to improve productivity and efficiency.</p> <p>1 2 3</p>	<p>People and teams draw on some evidence, good practice and prior learning to improve productivity and efficiency.</p> <p>4 5 6</p>	<p>Some decision-making groups have established approaches to use evidence, source good practice and manage knowledge to inform decisions.</p> <p>7 8 9</p>	<p>People use evidence from research, good practice and organisational knowledge routinely, in conjunction with data, to improve quality, productivity and realise efficiency savings.</p> <p>10 11 12</p>
2.3. Approach to innovation	<p>There is no process in place to scan and consider innovation.</p> <p>1 2 3</p>	<p>People consider innovations they are aware of and innovate when a good solution already exists.</p> <p>4 5 6</p>	<p>Some teams seek, assess and adopt innovations.</p> <p>7 8 9</p>	<p>There is an established process to identify, review and adopt innovations.</p> <p>10 11 12</p>
2.4. Approach to keeping up to date	<p>There is no process in place for people to keep up to date.</p> <p>1 2 3</p>	<p>People make good use of news and updating services with which they are familiar.</p> <p>4 5 6</p>	<p>People are proactive in requesting alerts on priority areas.</p> <p>7 8 9</p>	<p>Proactive targeted alerts are routinely distributed to, and used, by the right people at the right time.</p> <p>10 11 12</p>
2.5. Capacity to use organisational knowledge	<p>People do not invest their time in reflecting on the learning from past experiences, this leads to wasteful reinvention.</p> <p>1 2 3</p>	<p>Some people and teams invest time and resource in identifying, sharing and making use of knowledge but there is also some silo working.</p> <p>4 5 6</p>	<p>The organisation encourages people and teams to invest time and resource in identifying, sharing and making use of knowledge.</p> <p>7 8 9</p>	<p>The organisation allocates resource to package evidence, knowledge and know-how so they can be efficiently and effectively used.</p> <p>10 11 12</p>

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2.6. Cross-team working and networking	<p>People work on individual objectives alone.</p> <p>1 2 3</p>	<p>People benefit from networking and discussion fora.</p> <p>4 5 6</p>	<p>People can join communities of practice around areas of common interest where tailored web resources are shared.</p> <p>7 8 9</p>	<p>People actively contribute to communities of practice sharing good practice and know-how to help deliver priorities. Networks connect with each other.</p> <p>10 11 12</p>
2.7. Technology for collaboration	<p>There is no usable technological solution in place to support collaborative working.</p> <p>1 2 3</p>	<p>Some teams are using technology to better coordinate their work.</p> <p>4 5 6</p>	<p>The organisation is beginning to put systems in place so that everyone can use technology for collaboration.</p> <p>7 8 9</p>	<p>The organisation makes good use of technology and adopts new technologies to allow teams to share knowledge and work collaboratively.</p> <p>10 11 12</p>
2.8. Access to national guidance and policies	<p>People do not regularly access or review guidance and policies from NICE, Royal Colleges and other national sources.</p> <p>1 2 3</p>	<p>Some national guidance and policies are disseminated.</p> <p>4 5 6</p>	<p>People routinely review national guidance and policies to check for relevance to local practice and policy.</p> <p>7 8 9</p>	<p>People regularly review, implement and apply in practice and policy relevant guidance and policies.</p> <p>10 11 12</p>
2.9. Access to local Standard Operating Procedures, Policies and Guidance	<p>People find these difficult to access and update as they are held within local departments.</p> <p>1 2 3</p>	<p>People find these hard to find even though they are stored and accessible via a local intranet.</p> <p>4 5 6</p>	<p>People store and find these easily from a document management system (such as SharePoint) but there is no systematic process in place for updating.</p> <p>7 8 9</p>	<p>Are systematically updated based upon new evidence as it becomes available, implemented and applied in practice and policy.</p> <p>10 11 12</p>

Section 3: Capabilities and Working Practices

	1. Nothing in Place Yet	2. In Early Stages	3. Pockets of Good Practice	4. Business as Usual
3.1 Skills to use organisational knowledge	<p>People lack skills and resources to use organisational knowledge and the know-how of colleagues.</p> <p>1 2 3</p>	<p>Some teams actively promote resources and training to equip people to build the skills they need.</p> <p>4 5 6</p>	<p>People are confident in identifying and using shared resources (e.g. directories and protocols). Some teams actively articulate and share lessons learned.</p> <p>7 8 9</p>	<p>Most teams routinely develop, share and use knowledge to meet business priorities, tapping into the body of organisational knowledge, including the know-how of colleagues.</p> <p>10 11 12</p>
3.2. Use of tools and techniques to mobilise knowledge throughout the organisation.	<p>People are unfamiliar with practical approaches to knowledge management in healthcare and knowledge sits in silos.</p> <p>1 2 3</p>	<p>People are helped to gain the skills and confidence they need to enable the organisation to retain and organise internal knowledge and to help colleagues share know-how.</p> <p>4 5 6</p>	<p>Teams have the confidence to introduce new initiatives to better manage organisational knowledge.</p> <p>7 8 9</p>	<p>Teams use knowledge mobilisation tools and techniques, such as those in the NHS Knowledge Mobilisation Framework, in line with changing business priorities..</p> <p>10 11 12</p>
3.3. Using evidence from research developing skills of the healthcare workforce	<p>People lack the skills and resources to find, evaluate and use research evidence and good practice.</p> <p>1 2 3</p>	<p>Some teams access and apply digital and information skills training to equip people to build the research skills they need.</p> <p>4 5 6</p>	<p>Most people have appropriate digital and information skills and use evidence to inform decisions and proposals.</p> <p>7 8 9</p>	<p>Confident and competent application of digital and health information skills is integral to the daily practice of people.</p> <p>10 11 12</p>
3.4. Skills to access evidence from research	<p>There is no-one in the organisation experienced in literature searching.</p> <p>1 2 3</p>	<p>Some people can carry out basic searches to find evidence.</p> <p>4 5 6</p>	<p>People send requests for evidence to librarians with advanced skills in literature searching, synthesising and summarising research.</p> <p>7 8 9</p>	<p>Health librarians routinely and proactively find evidence, synthesise and summarise results to help inform decisions.</p> <p>10 11 12</p>
	1 2 3	4 5 6	7 8 9	10 11 12

Section 4: Knowledge Services

Review the arrangements you have in place to use the expertise of knowledge specialists, access high quality evidence and the capacity you have available to undertake background research.

Knowledge Services	1. Nothing in Place Yet	2. In Early Stages	3. Pockets of Good Practice	4. Business as Usual
4.1. Access to knowledge and library service - whether via an SLA or developed as an in-house service.	There is no service in place.	There is limited access to the national core collection of electronic resources using NHS OpenATHENS but no promotion or additional services from a qualified librarian and knowledge specialists.	There is some access to an essential knowledge and library service which includes helping to source articles, receive alerts to the latest evidence and help with some literature searches from qualified health librarians.	There is full access to a high-quality knowledge and library service with embedded qualified health librarians aligned to teams and providing tailored alerts, synthesised evidence summaries, training and facilitation to better mobilise knowledge.
	1 2 3	4 5 6	7 8 9	10 11 12
4.2. Use of knowledge and library services.	No one uses knowledge and library services.	There is limited use of knowledge and library services by only a few people.	There is wider use of knowledge and library services but this is primarily to support education and continuing professional development.	There is full use of knowledge and library services with routine requests for evidence summaries, updates, information skills training and facilitation to better mobilise knowledge.
	1 2 3	4 5 6	7 8 9	10 11 12
4.3 How well are knowledge and library services aligned with strategic priorities?	There is no alignment in place.	We share current priorities with the knowledge and library services team.	We engage with knowledge and library specialists to inform their understanding of shifting business priorities so they can be responsive to evolving needs	We use a knowledge and library service which is business-critical and fully aligned and able to adapt to meet existing and evolving strategic priorities.
	1 2 3	4 5 6	7 8 9	10 11 12

Section 4: Knowledge Services *continued*

Knowledge Services	1. Nothing in Place Yet	2. In Early Stages	3. Pockets of Good Practice	4. Business as Usual
4.4 Quality of the knowledge and library service provision	No service in place	Limited service that does not fully meet the essential indicators in the Quality Improvement Outcomes Framework for knowledge and library services.	A knowledge and library service that meets all essential indicators in the Outcomes Framework.	A high-quality knowledge and library service that fully meets and sustains the essential indicators and is continually improving services aligned to the Outcomes Framework.
	1	2	3	4
		5	6	7
			8	9
				10
				11
				12

Once you have identified where you are on the maturity matrix and where you would like to be you can consult with your library and knowledge specialist to discuss opportunities to develop and co-create an action plan.