HSJCC NETWORK

KNOWLEDGE EXCHANGE GUIDE

HSJCC

Human Services &
Coordinating Committee

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ABOUT THIS GUIDE

This guide is a practical reference that can be used to shape the development of knowledge exchange (KE) strategies for a range of HSJCC activities. It provides an overview of essential concepts related to knowledge exchange, as well as overviews of the HSJCC's stakeholders and potential KE strategies.

It was created with the support of the Evidence Exchange Network (EENet). For more information about EENet, please visit www.eenet.ca.

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WHAT IS KNOWLEDGE EXCHANGE?

Knowledge exchange focuses on closing the gap between knowledge and practice. It involves connecting people who create knowledge, decision-makers, and practitioners with the goal of making relevant evidence more useful in the context of practice, policy, and strategic decision-making. Active knowledge exchange practices help to foster cultures of shared learning through knowledge creation, translation, dissemination, uptake, and evaluation.[1,2,3,4]

Knowledge exchange activities take place within multifaceted systems of relationships between knowledge creators and knowledge users. Based on the requirements of any given decision-making context, knowledge exchange strategies will vary in longevity, intensity, and complexity.[5]

Knowledge exchange activities can take many shapes, including:

- Developing plans for getting the right information to the right people at the right time
- Increasing awareness about initiatives and their outcomes
- Creating plain language material to communicate with specific audiences
- Collecting and summarizing evidence from different sources

KINDS OF EVIDENCE

It is easier to make better decisions when relevant and timely evidence is taken into consideration. In general, evidence refers to information or facts based on both qualitative and quantitative sources that have been created through responsible and systematic processes.[6] Many forms of knowledge, when taken together, make up a body of evidence that can be related to the specific needs of a local context:

Research Evidence: Refers to knowledge that is created through traditional practices of scientific inquiry and exploration. This includes resources such as peer reviewed literature produced by academics, as well as more stringently produced "grey literature," such as reports published by government or non-profit organizations.

Professional Expertise: Refers to the knowledge that professionals create as they provide services, collaborate with colleagues, build relationships with service users, and create and interpret policies. This knowledge may be found in less stringently produced grey literature or through focus groups, surveys, and conversations with professionals.

Lived Experience of Individuals and Families: Refers to the knowledge that people create as they engage with human service and justice systems to have their needs met or advocate for change.

This knowledge may be found in less stringently produced grey literature or through focus groups, surveys, and conversations with people with lived experience and their family members.

Cultural and Traditional Knowledge: Refers to the accumulated and living knowledge of Indigenous peoples that prioritize traditional belief systems, relationships to the environment, and community practices. Cultural and traditional knowledge often refers to approaches that differ from western science and knowledge. Elders are a primary source of cultural and traditional knowledge, as the diversity of their skills, experience, and knowledge is essential for developing locally relevant and culturally competent programming that ensures the best possible quality of care.[7,8]

HSJCC STAKEHOLDERS

This section provides an overview of the different groups that the HSJCC can look to as recipients of and participants in its knowledge exchange activities.

Consulting this list can help you to consider which stakeholder groups should be involved in any given KE activity and act as a starting point for considering what their KE needs will be.

STAKEHOLDER	DESCRIPTION
General HSJCC Membership	Representatives of (1) human service organizations and (2) justice organizations who meet at the regional or local levels to share resources and coordinate activities.
Regional and Local HSJCC Committee Chairs/Co-Chairs	Leaders of Regional and Local HSJCC committees.
Provincial HSJCC Committee Members	Representatives of (1) regional HSJCCs, (2) relevant human service and/or justice partner organizations, or (3) Ontario ministry representatives.
Human Service Professionals	Individuals who work in human service organizations in any capacity in Ontario, and may or may not belong to an HSJCC committee.
Justice Professionals	Individuals who work in justice organizations in any capacity in Ontario, and may or may not belong to an HSJCC committee.
People with Lived Experience	Individuals who have come into contact with the human service and justice sectors in Ontario, as well as their families, and may or may not belong to an HSJCC committee.
Policy Makers	Individuals responsible for creating and implementing policies related to the human service and justice sectors in Ontario, and who may or may not belong to an HSJCC committee.
Academic Researchers	Individuals who are connected to universities within Ontario and who contribute to research about issues related to the human service and justice sectors.
General Public	Any citizen of Ontario.
Related Networks	Any other network that shares similar goals with the HSJCC or whose members are connected to the human service and justice sectors.

KNOWLEDGE EXCHANGE STRATEGIES

This section provides an overview of the different knowledge exchange strategies that the HSJCC can use to engage its stakeholders. Each strategy is accompanied by a brief description, as well as that strategy's general goals. This information can help to support decisions around which KE strategies are most suited to addressing the needs of different stakeholders.

STRATEGY	DESCRIPTION
Bi-Monthly newsletters	Description: A bi-monthly distributed email bulletin that highlights notable issues and events from HSJCC committees and partner stakeholders around the province.
	Goals of HSJCC Newsletters: To promote upcoming webinars and events To share information about promising initiatives from across the HSJCC network To distribute resources relevant to Ontario's human services and justice sectors To provide updates from the Provincial, Regional and Local committees, as well as partner organizations and ministries
Monthly webinars	Description: Online seminars hosted by the P-HSJCC to highlight issues and initiatives related to the intersections of the human services and justice sectors in Ontario.
	Goals of all HSJCC Webinars: To profile individual and collective efforts of regional and local committees To identify and profile solutions to systemic problems To share information and promising practices To identify and explore issues that need to be addressed at the provincial level To build up the profile and brand of the HSJCC Goals of specific webinars: To inform the audience on a particular issue or topic To begin discussions within and beyond the HSJCC community To promote knowledge of promising practices in Ontario, while recognizing regional diversity

STRATEGY	DESCRIPTION
Regional and Local Committee meetings	Description: Regular meetings held by regional and local HSJCCs.
	Goals of the Local HSJCCs: To provide education and training opportunities for members To coordinate care for justice-involved individuals in their community Goals of the Regional HSJCCs: To provide education and training opportunities for members To improve regional issues relating to human services and the criminal justice system To support the Local HSJCCs in their work
Provincial Committee meetings	Description: Quarterly meetings held by the Provincial HSJCC.
	Goals: To provide education and training opportunities for members To provide support to the efforts of the Local and Regional HSJCCs To identify provincial policy projects and system change initiatives
HSJCC Website	Description: The online hub for provincial, regional, and local HSJCC committees.
	Goals: Improve access to resources relevant to Ontario's human services and justice sectors Support the coordination of regional and local HSJCC committee activities. Encourage information sharing between provincial, regional, and local HSJCC committees.
HSJCC Conference	Description: A bi-annual professional conference for members of the HSJCC Network

STRATEGY	DESCRIPTION
	Goals: To bring together professionals from human services and justice sectors for information sharing and collaboration To share promising practices To build cross-sector networks
KE Events Hosted by Regional and Local Committees	Description: Events hosted by Regional and Local HSJCCs, such as Lunch-N-Learns, webinars, forums and conferences
	Goals: To provide an opportunity for information sharing about best practices, tools, and conferences To provide the opportunity for connection and collaboration within the network
Newsletters for Related Networks	Description: Email bulletins distributed by related networks and organizations that highlights notable issues and events around the province.
	Goals: To promote upcoming webinars and events To share information about promising initiatives from across the HSJCC network To distribute resources relevant to Ontario's human services and justice sectors

KNOWLEDGE EXCHANGE STRATEGY GRID

This grid provides a quick reference for selecting KE strategies that will meet the goals of different stakeholder groups. These are only suggestions and offer a starting point for further consideration.

	General HSJCC Members	Regional and Local HSJCC Committee Chairs	Provincial HSJCC Committee Members	Human Service Professionals	Justice Professionals	People with Lived Experience	Policy Makers	Academic Researchers	General Public	Related Networks
Bi-monthly Provincial HSJCC newsletters	▓	▓	▓							
Monthly Provincial HSJCC webinars	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Regional and Local Committee meetings	▓	▓	▓							
Provincial committee meetings		▓	▓							
HSJCC Website	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Provincial HSJCC Conference	▓	▓	▓	▓	▓	▓	▓	▓		
KE Events Hosted by Regional and Local Committees	▓			▓	▓	▓	▓			
Newsletters for Related Networks				▓	▓	▓	▓	▓	▓	▓

PROJECT-FOCUSED KNOWLEDGE EXCHANGE PLANNING TEMPLATE

This template can guide the development of knowledge exchange strategies for any of the HSJCC's projects and activities.

Each row of the template will correspond to a relevant stakeholder group. Begin by listing and describing all of the different stakeholder groups that will be connected to the knowledge exchange strategy (rows 1 and 2).

Consider the main messages that should be conveyed to each of the relevant stakeholder groups as a result of your knowledge exchange strategy. Articulate 2 – 4 messages for each stakeholder group that relate to the underlying reasons that the KE strategy is happening in the first place. Ensure that these messages are brief, to the point, and actionable. Messages may be relevant to several different stakeholder groups, or unique to just one (row 3).

Based on what is known about each stakeholder group and the messages to be shared, determine what the goals of the KE plan will be. A list of possible goals can be found below in the sample template. Goals can be relevant to several different stakeholder groups, or unique to just one (row 4).

Consult the list of knowledge exchange strategies available to the HSJCC and determine which are most appropriate for each stakeholder group considering the messages to be conveyed and goals to be accomplished (row 5).

Once the template has been completed, an action plan can be put together for each strategy that has been identified.

STAKEHOLDER	DESCRIPTION	MAIN MESSAGES	KE GOALS	KE STRATEGIES
Name the stakeholder group to be addressed. *Each row of the planning template will correspond to a single stakeholder group.*	*Describe the stakeholder group in question.* *The description can be borrowed from earlier in this guide or expanded to include more relevant information.*	*Outline the key messages that you want to convey to this stakeholder group through your knowledge exchange strategy.* *Articulate 2 – 4 key messages for this group in the form of a simple sentence. These should be related to the underlying reasons that knowledge exchange activities are taking place.*	*Indicate which of the identified KE goals you want to accomplish with this stakeholder.* *Not every KE goal needs to be pursued with each stakeholder.* *KE goals may include:* *GENERATING…* *- awareness* *- interest* *- behaviour change* *- policy action* *IMPARTING…* *- knowledge* *- tools* *INFORMING…* *- research* *OTHER…* *- specify*	*Outline the different KE strategies that you will pursue to meet your goals for this stakeholder group.* *Provide some basic details about what each strategy will entail. These strategies will guide further action planning and evaluation.*

MEASURING SUCCESS

Once KE strategies and plans have been developed, it is important to determine how you will evaluate whether or not your KE goals are being met. Evaluation doesn't need to be elaborate or time consuming, but gathering and reflecting on some basic information about whether or not your plans met their intended outcomes can help to enhance the effectiveness of future KE strategies.

When designing the evaluation of a KE strategy, consider the following:

- Where do you want your KE strategy to have an impact?
- How will you know if you achieved your KE goals?
- Who are the stakeholders that need to be engaged?

Consider including stakeholders early in the process of defining and refining the goals of your KE strategies. Doing this can help to build support for your strategies by ensuring that the goals are more in line with stakeholder expectations. Involving stakeholders in goal setting can also help to build awareness and interest in your KE strategies.

Consider asking a handful of stakeholders the following questions about your prospective strategies:
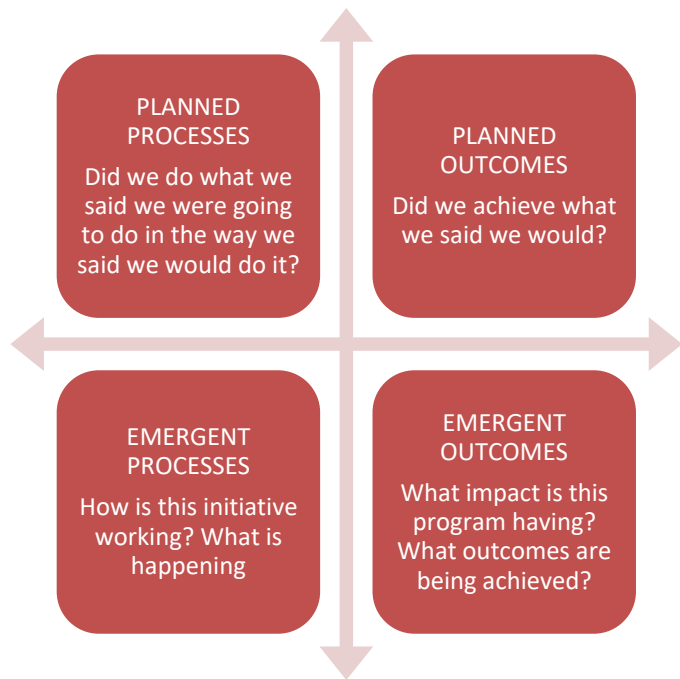
- What are your hopes for this initiative?
- What will you be saying about this initiative in five years?
    - Where has this initiative ended up? Who is it affecting and how are they using it or engaging with it?
    - What are you proud of about how this initiative unfolded?

The answers to these questions should help you to verify that the KE goals and plan you have developed are useful and relevant for your audience. They will also help you to develop evaluation questions that you can pursue using the evaluation techniques listed below.

THE 2 X 2 PROGRAM EVALUATION APPROACH

The 2x2 approach offers a framework for thinking about what kinds of questions you should be asking to determine the effectiveness of your KE initiative.

Each quadrant of the diagram to the right corresponds to an aspect of your KE initiative's impact and provides direction for structuring how you can answer these questions.[2]

PLANNED PROCESSES

Did we do what we said we were going to do in the way we said we would do it?

PLANNED OUTCOMES

Did we achieve what we said we would?

EMERGENT PROCESSES

How is this initiative working? What is happening

EMERGENT OUTCOMES

What impact is this program having? What outcomes are being achieved?

Planned Processes	Definition: The steps followed and resources used to reach intended outcomes.
	Why it is important: Demonstrates accountability to relevant stakeholders by tracking the way in which the planned activities were carried out.
	Evaluation questions: Did we do what we said we were going to do? Do we have what we need to achieve what we want to achieve? Are we on track?
Planned Outcomes	Definition: Intended consequences of a project or initiative
	Why it is important: Demonstrates accountability to relevant stakeholder groups by measuring the intended impacts of planned activities. Outcome evaluations are also valued in the system.

	Evaluation questions: Did we achieve what we said we would achieve?
Emergent Processes	Definition: Demonstrates how the initiative is operating in ways that were not planned or intended, and are reflective of (or are in response to) the realities of the system.
	Why it is important: Gives you an understanding of how the initiative actually works to bring about outcomes in a specific context. This can influence how you move your initiative forward.
	Evaluation questions: How is this initiative working to bring about outcomes?
Emergent Outcomes	Definition: Demonstrates consequences of your initiative that were not planned or intended, and are reflective of (or are in response to) the realities of the system.
	Why it is important: Contributes to how success is defined for your initiative.
	Evaluation questions: What impact is this initiative actually having on individuals, organizations, and systems?

After considering the different ways in which your KE strategies can be evaluated, you will need to think about where you can find information that can tell you about how processes are working and what outcomes have been. Creating information specifically for the purposes of evaluation is useful (for example, through the use of surveys), but there is likely existing information that you can use to help answer your evaluation questions.

Here are some ways to collect information that you can use to conduct your evaluation:

- Interviews with relevant stakeholders
- Surveys of relevant stakeholders
- First person observations
- Reviewing relevant meeting minutes
- Reviewing annual reports
- Reviewing any related documentation

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