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**Knowledge mobilisation in NHS organisations: Synthesising evidence and theory
using perspectives of organisational form, resource based view of the firm and critical
theory**

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Knowledge mobilisation in NHS organisations: Synthesising evidence and theory using perspectives of organisational form, resource based view of the firm and critical theory

1. Aims/Objectives:

The objective of this follow up literature review is to determine the characteristics of NHS organisations that best foster knowledge mobilisation (KM) and research utilisation (RU) among managers, and to explore the relationship between KM/RU, organisational form and performance. The enquiry will draw on theoretical and empirical literature to analyse the extent to which private sector models of knowledge mobilisation and research utilisation can be adopted within health care. The study will distill and analyse literature in three key literature streams highlighted by an earlier scoping review, namely organisational form, critical theory and the resource based view (RBV) of the firm.

2. Background:

This proposal builds on a recent scoping review of the literature on research utilisation and knowledge mobilisation (Crilly, Jashapara & Ferlie, 2009, SDO 08/1801/220). It addresses a gap in the knowledge base that was flagged up in the scoping review and seeks to investigate three literature streams in greater base:

- the impact of organisational form (such as network based forms) on knowledge mobilisation processes in health care;
- the potential utility of the Resource Based View of the Firm literature if it crossed over to health care;
- the contribution of critical theory, specifically labour process and Foucauldian analyses.

3. Need:

The proposal addresses important gaps in the knowledge base identified in the scoping review (08/1801/220). The study will distill and analyse published literature in these three selected literature streams relating to organisational form, critical theory and RBV

Insights from these fields will be used to explore published evidence about the link between use of knowledge and improved organisational performance. The objective is to improve the effectiveness of managerial behaviour and decision-making by upstream improvements in organisational models of KM/RU

4. Methods:

The conceptual framework contains three strands of analysis drawing on economic, sociological and organizational disciplines, within the context of epistemological enquiry. Research methods will combine structured, systematic and narrative approaches in a review of the literature.

The review will cover both private and public sector settings. In particular, we would be interested in uncovering more literature which examined knowledge management systems in private sector settings which include old or emergent professional groupings (notably law and management consulting firms) to complement the literature on medicine.

Moreover, the project will also operationalise its key theoretical conclusions in terms of considering practical implications for NHS policy and practice, notably at the so called meso or organisational level.

5. Contribution of existing research:

This proposal builds on and develops a recent scoping review of the literatures on research utilisation and knowledge mobilisation (Crilly, Jashapara & Ferlie, 2009) that (unusually) drew on generic management literature and compared it with health-orientated literature.

This literature review will helpfully complement and inform the empirical projects being commissioned by SDO in the knowledge mobilisation field by providing a rigorous foundation in the academic and social science literature. It will thus rebalance empirics with appropriate and judicious use of theory.

6. Plan of Investigation:

Phase 1 - Months 1-2: The preliminary phase would exploit the Scoping Review, taking stock of the knowledge base in the selected areas. The output of this stage would be a report, identifying boundaries and areas for expansion.

Phase 2 - Months 2 - 3 onwards: The research team would draw on this and collective experience to devise a search strategy and retrieve the literature. The output of this stage would be a data set of publications.

Phase 3 - Months 3 - 12: The analytical and creative phase will address the research questions, evaluating and mapping the literature. The output of this stage will be a summary report that synthesise the evidence.

Phase 4 - Months 12 - 15. The final phase of the project consists of write up and recommendations. The output will be a report that sets out one or more models that improves understanding of KM/RU by managers in NHS organisations. It will operationalise theory for empirical testing.

7. Project Management:

Project Manager/Lead Researcher: Dr Tessa Crilly

Research Assistant: Susan Trenholm

Librarian: Anna Peckham

Project Advisory Team: Prof Graeme Currie, Dr Ashok Jashapara

8. Service users/public involvement:

Not applicable

9. References:

Crilly, T., Jashapara, A. and Ferlie E. (2009) *'Research Utilisation and Knowledge Mobilisation : A Scoping Review of the Literture*, Report to SDO, Project Ref 08/1801/220, London : King's College London, Department of Management

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