

# Knowledge Management in Public Health:

## Exploring **Culture, Content, Process and Technology**

November 3 & 4, 2008

Sheraton Hamilton Hotel  
Hamilton, Ontario

**a conference designed for**  
managers, policy makers and people in  
knowledge management or translation roles  
in public health at the local, provincial and federal levels

presented by the  
**National Collaborating Centre for Methods and Tools**

Funded by the Public Health Agency of Canada  
Affiliated with McMaster University



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## Knowledge Management in Public Health:

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**November 3 & 4, 2008** – Sheraton Hamilton Hotel, Hamilton, Ontario

To register online go to:

[www.nccmt.ca/events/nccmt\\_events-eng.html](http://www.nccmt.ca/events/nccmt_events-eng.html)



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### Clean, clear knowledge – as vital to a healthy society as clean, clear water.

*Sir J.A. Muir Gray, keynote speaker*

There is no shortage of knowledge in public health in Canada. Our challenge is what to do with all that knowledge. Exactly what do we know? How do we know it? Is it reliable? How can we share what we know? How can we use that knowledge to improve and protect the health of our communities?

I invite you to register for *Knowledge Management in Public Health: Exploring Culture, Content, Process and Technology*. This conference will examine and discuss the benefits and challenges of implementing a knowledge management strategy for public health, whether moving knowledge from person to person, or sector to sector.

#### Learn

- to identify **strategies** to promote knowledge management
- to recognize existing organizational **barriers** to effective knowledge management
- to **evaluate** different knowledge management strategies
- to **access** the “tacit” knowledge that resides in the minds and hearts of your colleagues

#### Discover

- **what works** – and doesn't work – in practical situations
- how **technology** can help move knowledge into action
- **policy** directions that can support knowledge management

An exciting and dynamic array of speakers will stimulate dialogue and debate. Sir Muir Gray, Director of the National Knowledge Service and Chief Knowledge Officer for the UK's National Health Service, will deliver a remote keynote presentation. Using the analogy of a society's right to clean, clear water, he calls the provision and management of clean, clear knowledge a “public health responsibility.”

Plan to join up to 300 attendees from across the public health community – from managers to front-line professionals – on November 4<sup>th</sup> in Hamilton, Ontario. To register, please visit the NCCMT website.

**Donna Ciliska**

*Scientific Director, NCCMT*

## Conference Objectives

- Explore current issues and practices in knowledge management and their implications for public health in Canada.
- Examine the fundamental aspects of knowledge management: culture, content, processes and technology.
- Network with leaders and change agents in knowledge management and public health.

## Themes and Definitions

### Culture

Culture comprises the often unspoken but shared assumptions that guide the daily behaviour of people in organizations. It is the “why” that underlies what is done; the beliefs, traditions, habits, and values influencing the behaviour of the majority of the people in a social-ethnic group.

### Content

Content is the knowledge to be managed. Knowledge can be described in two categories – “explicit knowledge” (things we can write down, share with others and put into a database) and “tacit knowledge” (know-how, experience, insights and intuition). Managing content ensures that users receive quality information that is relevant, up-to-date, accurate, easily accessible, and well organized.

### Process

This addresses “how” knowledge is passed from one person to another – created, shared and transferred. Processes to manage data and information exist in all organizations in a variety of forms ranging from formal to informal. Collaborative networks or “Communities of Practice” are an emerging process of interest.

### Technology

Technology helps transform data to information, knowledge and wisdom. Technology to manage knowledge, especially explicit knowledge, is an essential part of a successful Knowledge Management strategy; it responds to the knowledge needs of staff, partners and clients by using appropriate technology to offer easy access to information when and where it's needed.



## Welcome to Hamilton, Ontario

Hamilton is located at the head of Lake Ontario, between Niagara Falls and Toronto. According to the 2001 census, Hamilton's population is 490,268 making it the eighth largest city in Canada.

The city's wealth of heritage is authentically preserved and displayed in museums including Dundurn Castle, and the Canadian Warplane Heritage Museum. Cultural attractions include the newly renovated Art Gallery of Hamilton and vibrant performing arts companies like the Hamilton Philharmonic Orchestra, Opera Hamilton and Theatre Aquarius. The Bruce Trail and many other footpaths weave through the city's lush surroundings and along the waterfront, showcasing wildlife and waterfalls. Hamilton is home to 2 major sports franchises, the Tiger-Cats of the Canadian Football League and the Bulldogs of the American Hockey League.

The city is easily accessible via plane, train and automobile. John C. Munro Hamilton International Airport is serviced by WestJet, which connects Hamilton to 5 Canadian provinces, and by FlyGlobeSpan, which offers flights to and from the United Kingdom. Amtrak and VIA Rail both stop at the nearby Aldershot train station. Hamilton is conveniently accessible by car via the Queen Elizabeth Way, Highway 401 and Highway 407.



## Conference Information

### Registration Fees

**\* On or before September 19**  
\$250.00 + GST

**After September 19**  
\$350.00 + GST

\* Payment must be received at Meeting Management Services by September 19 to qualify for the early rate.

#### Registration fee includes:

- Welcome Reception at the Art Gallery of Hamilton on Monday, November 3, at 6:00 PM
- Keynotes
- Education Sessions
- Continental Breakfast and Networking Lunch
- Posters and Display Booths

**Please Note:** Your registration constitutes acceptance of your personal information being used by the conference organizers for Knowledge Management in Public Health Conference purposes only. Your registration constitutes acknowledgement of willingness to appear in photographs, motion pictures and videos taken during the Knowledge Management in Public Health Conference and releases the conference organizers from liability resulting for use of such photographs, motion pictures and/ or videos.

If you disagree with the above, please see personnel at the registration desk when you arrive at the conference.

### Conference Location

The Welcome Reception on Monday, November 3, 6:00 PM – 8:00 PM, will take place in the Sculpture Atrium at:

**Art Gallery of Hamilton**  
123 King Street West  
Hamilton, ON L8P 4S8

All conference sessions on Tuesday, November 4, will take place at:

**Sheraton Hamilton Hotel**  
116 King Street West  
Hamilton, ON L8P 4V3  
Tel: 905 529-5515  
Fax: 905 529-2609

Located in the heart of the business district, the Sheraton Hamilton Hotel is connected to two great shopping malls. The Art Gallery of Hamilton, home to one of the finest art collections in Canada, is located directly across the street from the hotel. Exciting Hess Village, with its many restaurants and nightclubs, is a five-minute walk away. Hotel amenities include restaurants and lounges, an indoor heated swimming pool, a hot tub, and a fitness centre.

A limited number of rooms are being held at the Sheraton Hamilton Hotel for delegates attending the Knowledge Management Conference. The special conference room rates are:

<b>Standard</b>	\$139.00
<b>Club Level</b>	\$179.00

All rooms are single or double occupancy, plus taxes and are available on a first-come, first-served basis until October 4, 2008. Delegates must make their own reservations by phone at 905 529-5515 or online at [www.starwoodmeeting.com/Book/knowledgemanagement](http://www.starwoodmeeting.com/Book/knowledgemanagement)

*Remember to identify yourself as a Knowledge Management Conference delegate.*

### Cancellation Policy

Cancellations made prior to September 19<sup>th</sup> will be subject to an administrative fee of \$75. After September 19<sup>th</sup>, no refunds will be issued except under extraordinary circumstances and at the discretion of the conference planning committee.

For more information or to request a refund, please contact:

**Meeting Management Services Inc.**  
4380 South Service Road, Unit 25, Burlington, ON L7L 5Y6  
Telephone: 905 335 7993 Toll-free: 1 800 625 7925  
Fax: 905 332 1587 E-Mail: [colleen@mmsonline.ca](mailto:colleen@mmsonline.ca)

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## Knowledge Management in Public Health:

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# Program at a Glance

## Monday, November 3, 2008

5:00 PM – 8:00 PM

**Registration**

6:00 PM – 8:00 PM

**Welcome Reception at the Art Gallery of Hamilton**

## Tuesday, November 4, 2008

7:00 AM – 5:00 PM

**Registration**

7:00 AM – 8:30 AM

**Continental Breakfast**

8:30 AM – 9:00 AM

**Opening**

*Donna Ciliska, Scientific Director, NCCMT*

**Welcoming Remarks**

*Dr. Susan Denburg, Associate Vice-President, Academic, Associate Dean Education, Faculty of Health Sciences, McMaster University*

9:00 AM – 10:15 AM

**Opening Keynote Presentation**

**Clean Clear Knowledge – A Public Health Service**

*Sir J. A. Muir Gray, CBE, Director, National Knowledge Service; Chief Knowledge Officer to the NHS*

This is a pre-recorded video presentation followed by discussion by live audio link.

10:15 AM – 10:45 AM

Refreshment Break

10:15 AM – 3:30 PM

**Posters and Display Booths**

10:45 AM – 11:45 AM

**Concurrent Morning Sessions**

**Culture**

**TA1 Fostering an Organizational Culture to Support Knowledge Management**

*Ruta Valaitis, Associate Professor, School of Nursing; Dorothy C. Hall Chair in Primary Health Care Nursing, McMaster University*

**Content**

**TA2 A Regional Health Authority's Experience with Knowledge Management**

*Jocelyne Sauvé, Director of Public Health, Montérégie Regional Health Authority*

**Process**

**TA3 Providing Current Best Evidence for Decision Makers:**

**Processes for Managing the World's Ever Accumulating Knowledge from Research**

*Brian Haynes, Professor, Clinical Epidemiology and Medicine; Chief, Health Information Research Unit, McMaster University*

**Technology**

**TA4 Building Organizational Capacity for Evidence Management**

*Robert Hayward, Assistant Dean, Health Informatics; Director, Centre for Health Evidence, Faculty of Medicine and Dentistry, University of Alberta*

11:45 AM – 12:45 PM

**Networking Luncheon, Posters and Display Booths**



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# Program at a Glance

Tuesday, November 4, 2008

12:50 PM – 1:50 PM

### Concurrent Afternoon Sessions

#### Culture

#### TP1 Knowledge Management Essentials

Neil MacAlpine, Knowledge Management specialist, Alberta Agriculture & Rural Development; Chair, Advisory Committee for the Conference Board of Canada's Knowledge Strategy Exchange Network; core member of the Edmonton KM Network

#### Content

#### TP2 The Content of Public Health:

#### An Action Continuum from Information to Informatics to Knowledge Management

Ellen Detlefsen, Associate Professor, School of Information Sciences Training Program Faculty, Department of Biomedical Informatics, School of Medicine; Chief, Information Dissemination Unit, NIMH ACISR/Late Life Mood Disorders Center, School of Medicine, University of Pittsburgh

#### Process

#### TP3 Knowledge Transfer, Knowledge Management and Knowledge Transfer Strategies

Réjean Landry, CHSRF/CIHR Chair on Knowledge Transfer and Innovation; Professor, Department of Management, Faculty of Business, Laval University

#### Technology

#### TP4 TBA

2:00 PM – 3:00 PM

### Concurrent Afternoon Sessions

#### Culture

#### TP5 A Culture of Managing and Sharing Public Health Knowledge

Jason Bonander, Director, Division of Knowledge Management, Centres for Disease Control and Prevention

#### Content

#### TP6 Who has the Knowledge that Public Health Needs to Manage?

Roz Lasker, Director, Division of Public Health and the Center for the Advancement of Collaborative Strategies in Health at The New York Academy of Medicine; Clinical Professor of Public Health, Columbia University's School of Public Health; former Deputy Assistant Secretary for Health, U.S. Department of Health and Human Services, and faculty member in the Department of Medicine, University of Vermont College of Medicine

#### Process

#### TP7 Evaluating Innovative Approaches to Policy Briefs and Deliberative Dialogues

John Lavis, Canada Research Chair in Knowledge Transfer and Exchange; Associate Professor, Department of Clinical Epidemiology and Biostatistics and the Department of Political Science; member of the Centre for Health Economics and Policy Analysis, McMaster University

#### Technology

#### TP8 TBA

3:00 PM – 3:30 PM

### Refreshment Break, Posters and Display Booths

3:30 PM – 4:30 PM

### Closing Keynote Presentation

#### Future Directions for Knowledge Management

Kirby Wright, President, Knowledge Resources Inc., an Edmonton-based consulting and applied research firm; Adjunct Professor, Faculty of Extension; Instructor, Executive Education and Lifelong Learning, School of Business at the University of Alberta

#### Wrap-Up

Donna Ciliska, Scientific Director, NCCMT



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5:00 PM – 8:00 PM

#### Registration

6:00 PM – 8:00 PM

#### Welcome Reception at the Art Gallery of Hamilton

The reception will take place in the Sculpture Atrium of the Art Gallery of Hamilton, which is located directly across the street from the hotel.

### Tuesday, November 4, 2008

7:00 AM – 5:00 PM

#### Registration

7:00 AM – 8:30 AM

#### Continental Breakfast

8:30 AM – 9:00 AM

#### Opening

*Donna Ciliska, Scientific Director, NCCMT*

#### Welcoming Remarks

*Dr. Susan Denburg, Associate Vice-President, Academic, Associate Dean Education, Faculty of Health Sciences, McMaster University*

9:00 AM – 10:15 AM

#### Opening Keynote Presentation

##### Clean Clear Knowledge – A Public Health Service

*Sir J. A. Muir Gray, CBE, Director, National Knowledge Service; Chief Knowledge Officer to the NHS*

**This is a pre-recorded video presentation followed by discussion by live audio link.**

In the 19<sup>th</sup> century, in most developed countries, the health of the population was transformed by the provision of clean clear water. In the 21<sup>st</sup> century knowledge is the analogue of water, and citizens and professionals both need and have a right to easy access to best current knowledge. If public health is defined as the organised efforts of society, then the provision of a clean clear knowledge service is the responsibility of public health.

The Director of Public Health for a population should worry as much about the quality of knowledge being delivered to the population as the quality of water. They should think about remote populations or populations without access to the Internet, the modern equivalent of the water system.

Unlike water, however, knowledge changes every year and it is therefore essential for the Public Health Service to make sure that people have access to best current knowledge, taking steps to manage new knowledge and make sure it is put into action. It is not possible for the individual public health professional to do this, any more than it is possible for the individual public health professional to create clean clear water except with a great deal of effort boiling and filtering. That requires action at community level or state level or national level, but ensuring that the population, including all the professionals working within it, enjoy the benefits of clean clear knowledge is a public health responsibility.





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### Tuesday, November 4, 2008

10:15 AM – 10:45 AM

Refreshment Break

10:15 AM – 3:30 PM

**Posters and Display Booths**

10:45 AM – 11:45 AM

**Concurrent Morning Sessions**

#### Culture

##### **TA1 Fostering an Organizational Culture to Support Knowledge Management**

*Ruta Valaitis, Associate Professor, School of Nursing; Dorothy C. Hall Chair in Primary Health Care Nursing, McMaster University*

The session will focus on the exploration of cultural factors in organizations that can foster or create barriers to knowledge identification, creation and sharing. Lessons learned from natural experiments that have failed as well as have been successful involving inter-organizational communities of practice will be shared. Results from an evaluation of a virtual community of practice for street and outreach nurses will be highlighted. Participants will work through a short case study to identify strategies to address barriers and promote solutions to foster an organizational culture to support knowledge management.

#### Content

##### **TA2 A Regional Health Authority's Experience with Knowledge Management**

*Jocelyne Sauvé, Director of Public Health, Montérégie Regional Health Authority*

The Montérégie Regional Health Authority (Agence de la santé et des services sociaux) is responsible for planning, financing and evaluating the health and social services delivered to 1.4 million people. In an effort to improve the performance of the delivery system, the Regional Health Authority has put forward a strategy to maximize the use of evidence in its different decision-making processes. This concurrent session will be an occasion to present the different “volets de la stratégie” and share with the participants the lessons learned from three years of implementation.

#### Process

##### **TA3 Providing Current Best Evidence for Decision Makers: Processes for Managing the World's Ever Accumulating Knowledge from Research**

*Brian Haynes, Professor, Clinical Epidemiology and Medicine; Chief, Health Information Research Unit, McMaster University*

Many decision makers may still consider the world's health information to be overwhelming. However, modern evidence-based information tools, including “systems, summaries, synopses, syntheses, and studies”, are making it possible to be alerted to new evidence as it becomes available and to find current best evidence when needed.



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### Tuesday, November 4, 2008

10:45 AM – 11:45 AM

#### Concurrent Morning Sessions (continued)

##### Technology

#### TA4 Building Organizational Capacity for Evidence Management

*Robert Hayward, Assistant Dean, Health Informatics; Director, Centre for Health Evidence, Faculty of Medicine and Dentistry, University of Alberta*

Everyone in health care is aware of evidence: the need for it, the lack of it, the challenge of it. Patients want reassurance that they are getting quality care. Practitioners want knowledge that is current, relevant, accessible and useful. Policy makers want proof that resources go to best practices. Most health care practitioners would like to incorporate better evidence into their practices, but knowing where to look, what to trust, or how to connect evidence with practice can seem onerous. An easier starting point can be facilitated sharing of questions, problems, and experience. By empowering communities of practitioners with tools for better organizing their “internal evidence,” evidence literacy skills emerge that can help identify, assess and apply “external evidence.” This presentation will share insights gained from initiatives where communities of practitioners use integrated information environments to access knowledge services, knowledge management and shared problem-solving tools.

11:45 AM – 12:45 PM

#### Networking Luncheon, Posters and Display Booths

12:50 PM – 1:50 PM

#### Concurrent Afternoon Sessions

##### Culture

#### TPI Knowledge Management Essentials

*Neil MacAlpine, Knowledge Management specialist, Alberta Agriculture & Rural Development; Chair, Advisory Committee for the Conference Board of Canada’s Knowledge Strategy Exchange Network; core member of the Edmonton KM Network*

The know-how and really good information of our experts at all levels drive performance and innovation in our organizations. So it is strategic to share and leverage really good information and know-how. Now define knowledge. Add management. Add technology tools. Clarity just disappeared. The Government of Alberta learned some essential concepts, good practices and swamps to avoid in its knowledge management initiatives over the past eight years. You will get the knowledge summary. Start with: it’s 80% about people and 20% about tools.



### Tuesday, November 4, 2008

12:50 PM – 1:50 PM

#### Concurrent Afternoon Sessions (continued)

##### Content

#### TP2 The Content of Public Health:

##### An Action Continuum from Information to Informatics to Knowledge Management

*Ellen Detlefsen, Associate Professor, School of Information Sciences Training Program Faculty, Department of Biomedical Informatics, School of Medicine; Chief, Information Dissemination Unit, NIMH ACISR/Late Life Mood Disorders Center, School of Medicine, University of Pittsburgh*

This talk will focus on the intersections between library/information science and knowledge management in the day-to-day practice of public health professionals, with a discussion of examples and applications that showcase the ways in which the tools and techniques of one field—library/information science—are harnessed for successful use in the real world of practice in the other field—public health. Both time-honoured traditional techniques and cutting-edge technologies will be described, with an emphasis on specific problem areas in public health.

##### Process

#### TP3 Knowledge Transfer, Knowledge Management and Knowledge Transfer Strategies

*Réjean Landry, CHSRF/CIHR Chair on Knowledge Transfer and Innovation; Professor, Department of Management, Faculty of Business, Laval University*

The central question of this presentation will be: “How do we create or increase value from the use of knowledge?” We will contend that knowledge transfer is an incomplete concept and we will advocate the more comprehensive concept of knowledge management as a value creation process which includes knowledge transfer and additional concepts into an integrated conceptual framework that leads to the derivation of business models. We will suggest that organizations transforming knowledge in order to create value achieve four functions performed as a sequential four-stage process that involves: identification of knowledge-based opportunities; conversion of knowledge-based opportunities into new or improved products, services and practices; communication of the developed knowledge to other units in your organization or to other organizations; and appropriation of the value of the communicated knowledge through implementation or commercialization.

Knowledge and technology transfer organizations could benefit from the use of a road map that would help them to identify some overall direction regarding how they might improve their practices regarding the identification, transformation, communication and appropriation of knowledge-based opportunities, and therefore to improve their knowledge business transfer models. We will conclude by comparing strengths and weaknesses of different knowledge transfer model strategies that currently operate in Canada.

##### Technology

#### TP4 TBA



### Tuesday, November 4, 2008

2:00 PM – 3:00 PM

#### Concurrent Afternoon Sessions

##### Culture

#### TP5 A Culture of Managing and Sharing Public Health Knowledge

*Jason Bonander, Director, Division of Knowledge Management, Centres for Disease Control and Prevention*

In every organization, knowledge production is central to what keeps it alive. However, sharing that knowledge within and across borders is difficult if not often challenging. While systems can be developed to aid in addressing these challenges, systems rarely if ever speak to the more confounding aspects of knowledge discovery and sharing, aspects rooted deep in an organization's culture or its culture of practice. This presentation will discuss cultural attributes of knowledge sharing and discovery at the Centers for Disease Control and Prevention as a means of highlighting potential knowledge management challenges across public health.

##### Content

#### TP6 Who has the Knowledge that Public Health Needs to Manage?

*Roz Lasker, Director, Division of Public Health and the Center for the Advancement of Collaborative Strategies in Health at The New York Academy of Medicine; Clinical Professor of Public Health, Columbia University's School of Public Health; former Deputy Assistant Secretary for Health, U.S. Department of Health and Human Services, and faculty member in the Department of Medicine, University of Vermont College of Medicine*

The effectiveness of knowledge management depends on the knowledge being managed. If we are not producing the knowledge we need to be successful in our work, changing culture, process, and technology will be of limited value. Drawing on recent research in the field, this session will explore two kinds of tacit knowledge that are underrepresented in public health's knowledge base: the knowledge of people who are directly experiencing public health problems and the knowledge of front-line public health practitioners. Methods for obtaining this tacit knowledge and for combining it with explicit public health knowledge will also be presented.

##### Process

#### TP7 Evaluating Innovative Approaches to Policy Briefs and Deliberative Dialogues

*John Lavis, Canada Research Chair in Knowledge Transfer and Exchange; Associate Professor, Department of Clinical Epidemiology and Biostatistics and the Department of Political Science; member of the Centre for Health Economics and Policy Analysis, McMaster University*

A number of evidence-to-policy partnerships are beginning to experiment with producing policy briefs that start with a policy issue and work backwards to mobilize research evidence about ways of framing the policy issue, the magnitude of the challenges linked to the policy issue, policy options to address these challenges, and implementation strategies. These partnerships are also beginning to experiment with organizing deliberative dialogues at which senior government officials and key stakeholders (including civil society groups) participate in a discussion about how to address a particular policy issue. A policy brief will be a key input to the deliberative dialogues, but so too will be local knowledge about on-the-ground realities and constraints, values, interest group dynamics, and institutional constraints. The presentation will describe both these innovative approaches and their formative evaluation.

##### Technology

#### TP8 TBA



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### Tuesday, November 4, 2008

3:00 PM – 3:30 PM

#### **Refreshment Break, Posters and Display Booths**

3:30 PM – 4:30 PM

#### **Closing Keynote Presentation**

##### **Future Directions for Knowledge Management**

*Kirby Wright, President, Knowledge Resources Inc., an Edmonton-based consulting and applied research firm; Adjunct Professor, Faculty of Extension; Instructor, Executive Education and Lifelong Learning, School of Business at the University of Alberta*

This concluding keynote presentation will build on the themes and ideas presented by the other speakers at the conference. The goal is to consider ways to develop effective knowledge management initiatives by building on these ideas and highlighting a number of the underlying assumptions and principles of knowledge management that have emerged from research and practice. Increasingly, we recognize the complexity of knowledge management. For example, the conference themes of culture, content, process and technology could also have included strategy, leadership, structures, human processes, decision making, work and physical design, to mention a few. Within each of these themes we see tensions and challenges, as well as opportunities for the future.

#### **Wrap-Up**

*Donna Ciliska, Scientific Director, NCCMT*

To register online go to:

[www.nccmt.ca/events/nccmt\\_events-eng.html](http://www.nccmt.ca/events/nccmt_events-eng.html)



## A Bit about the Speakers

### Jason Bonander

Jason Bonander is the Director of the Division of Knowledge Management within Centers for Disease Control and Prevention's National Center for Public Health Informatics where he directs knowledge management and discovery initiatives as well as CDC's public health library. Prior to CDC he worked in e-commerce consulting with clients such as Coca-Cola, Saab, and Incyte Genomics. A cultural anthropologist by training, Jason has also done qualitative health systems research in Northern California and Belize, Central America.

### Ellen Detlefsen

Ellen Detlefsen is a tenured faculty member in the School of Information Sciences at the University of Pittsburgh, with a joint appointment in the Department of Biomedical Informatics in the School of Medicine. She was educated at Smith College and earned her doctorate from the Columbia University School of Library Service. Her areas of expertise include biomedical and health sciences information, medical informatics, and resources and services for special populations. She directs a university program in Medical Librarianship and Medical Informatics that was ranked #1 in the nation in the 2006 *U.S. News & World Report's Guide to Graduate Study*. In 2008, the WISE (Web-based Information Science Education) consortium awarded her the 2007 WISE Faculty of the Year Award for Excellence in Online Education.

### Sir J. A. Muir Gray

Sir Muir Gray is Director of the National Knowledge Service. The National Library for Health, a core service of the National Knowledge Service, will organize the best current knowledge and the National Knowledge service will deliver it to staff and patients wherever and whenever they need it. Recently given the role of Chief Knowledge Officer for the NHS, he is closely involved in the provision of knowledge not only to clinicians, but also to patients and those who manage healthcare.

In his previous post as Director of Research and Development for Anglia and Oxford Region, he supported the UK Cochrane Centre in its early days, and set up the Centre for Evidence-Based Medicine. In Oxford he is fortunate to work with groups interested in informed decision-making and the many different aspects of communication with patients. For ten years he was Programmes Director for the UK National Screening Committee.

Sir Muir Gray is the author of *Evidence-Based Healthcare*, of which a third edition is in preparation, and joint author of *The Oxford Handbook of Public Health Practice*. His most recent books are *The Resourceful Patient*, *Evidence-Based Surgery* and *How To Get Better Value Healthcare*.

You can find out more about his interests on [www.soundshealthy.org](http://www.soundshealthy.org).

### Brian Haynes

Brian Haynes is Professor of Clinical Epidemiology and Medicine, and Chief of the Health Information Research Unit at McMaster University. His main research interests are in improving health and health care through enhancing the validation, distillation, dissemination and application of health care knowledge.

### Robert Hayward

Robert Hayward is an internist, health informatician, and innovator serving as Assistant Dean, Health Informatics in the Faculty of Medicine and Director of the Centre for Health Evidence. His interests include bringing best evidence to the bedside through virtual learning and practice communities. He chairs the Capital Health Clinical Decision Support initiative and has led the development of client-side decision-support technologies and services for electronic health records. Dr. Hayward has also established industry-academic bridges to bring ideas, expertise and products from research to implementation.

### Réjean Landry

Réjean Landry is the holder of a CHSRF/CIHR Chair on Knowledge Transfer and Innovation. Dr. Landry is a professor in the Department of Management of the Faculty of Business at Laval University in Quebec City where he teaches on knowledge transfer and knowledge management. He has published many quantitative papers on knowledge transfer and innovation.



## A Bit about the Speakers

### Roz Lasker

Roz Lasker is known internationally for her work on interdisciplinary collaboration, public participation, and community problem solving, planning, and policy development. For over a decade, she has directed the Division of Public Health and the Center for the Advancement of Collaborative Strategies in Health at The New York Academy of Medicine. She is also Clinical Professor of Public Health at Columbia University's School of Public Health. Prior to joining the Academy, Dr. Lasker served as Deputy Assistant Secretary for Health in the U.S. Department of Health and Human Services and on the faculty of the Department of Medicine at the University of Vermont College of Medicine.

### John Lavis

John N. Lavis is the Canada Research Chair in Knowledge Transfer and Exchange, an Associate Professor in both the Departments of Clinical Epidemiology and Biostatistics and the Department of Political Science, and a member of the Centre for Health Economics and Policy Analysis at McMaster University. His principal research interests include knowledge transfer and exchange in public policy-making environments and the politics of healthcare systems.

### Neil MacAlpine

Neil MacAlpine has been a Knowledge Management Specialist for the past eight years with Alberta Agriculture & Rural Development (ARD). ARD has an eleven-year initiative in KM and [www.agric.gov.ab.ca](http://www.agric.gov.ab.ca) is its knowledge library. Neil is Chair of the Advisory Committee for the Conference Board of Canada's Knowledge Strategy Exchange Network. He is a core member of the Edmonton KM Network ([www.kmnetwork.ca](http://www.kmnetwork.ca)).

### Jocelyne Sauvé

Jocelyne Sauvé is a medical specialist in community health and holds a Master's degree in Epidemiology. Since 1985, she has held different positions in the field of community health. Notably, she was Medical Advisor for Workplace and Environmental Health at the Community Health Department of the Valleyfield Hospital and became the Interim Director of the Department. She served as Co-ordinator for the Organisation of Services for the Regional Health and Social Services Board (RRSSS) of the Laurentides region. From 1996 to 2003, she was Director of Public Health for the RRSSS Laurentides, and, since December 1, 2003, she has occupied the same post with the Public Health Department of the Montérégie. Before directing her career towards public health, Dr. Sauvé worked as a general practitioner and emergency care physician in an outlying region. Recently she was chosen as a participant in the prestigious national bursary program called Executive Training for Research Application (EXTRA).

### Ruta Valaitis

Ruta Valaitis is an Associate Professor in the School of Nursing, and holds the Dorothy C. Hall Chair in Primary Health Care Nursing at McMaster University. Research interests include communities of practice, e-health interventions to support nursing practice, and strengthening primary health care through collaborations between primary care and public health.

### Kirby Wright

Kirby Wright operates an applied research and consulting firm—KRW Knowledge Resources—that focuses on knowledge management, innovation processes and workplace learning. He works with private, public and voluntary organizations at the strategic/policy and operational levels. Recent research efforts have focused on personal knowledge management and knowledge work.



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