RNAO

Healthcare Excellence Canada

Leading Change
Toolkit

Implementation Science &
Social Movement thinking

Enhancing your change initiative: Using components of both frameworks

The Leading Change Toolkit features two frameworks, the Social Movement Action (SMA) Framework and the Knowledge-To-Action (KTA) Framework, both of which focus on taking action to support the uptake and sustainability of evidence. The SMA Framework describes a 'bottom-up', people-led approach to change that is dynamic and develops in an organic manner, while the KTA Framework often takes a programmatic,

planned approach to change. Nonetheless, despite their differences, components of both frameworks can be effectively used together to drive change initiatives.

What are the benefits of using the SMA and KTA frameworks to augment one another?

- Enable the creation of positive evidence-based outcomes at multiple levels (i.e., individual, organizational, and system)
- Can speed up the change process because you are combining effective approaches that borrow from two different disciplines (health and social sciences)
- Foster greater collaboration between change agents, breaking down individual silos of traditional methods
- Reduce barriers to change by addressing the tensions between the planned actions of the KTA Framework and the 'bottom-up', non-prescribed elements of a social movement
- Further the capacity of change agents by expanding their knowledge and skills associated with each framework and their actions to positively effect change

To determine which components could be linked from one framework to the other, the toolkit developers considered the results of our updated literature review on the KTA Framework, a concept analysis on social movement and our knowledge of supporting hundreds of sites provincially, nationally and internationally in evidence uptake and sustainability that have applied the KTA Framework and social movement thinking to achieve success.

Linking components of the two frameworks in the toolkit

- Details of up to three examples of linkages between the frameworks are provided at the end of each section of the two frameworks. These are not meant as prescriptive; rather as suggestions for change teams to consider to enhance and/or accelerate their change strategies. This may be especially helpful in cases when change initiatives have progressed, stalled, or failed.
- Other examples of linkages of components between the two frameworks are possible as the list is not exhaustive. Change teams are encouraged to share their examples so that more can be added to the toolkit.
- The examples of linkages include both SMA elements to KTA phases and KTA phases to SMA elements. This supports change teams to consider relevant components for whichever framework they are using.

Applying Elements of the SMA Framework to the Phases of the KTA Framework

The table below highlights elements of the SMA Framework that can be considered as possible linkages to phases of the action cycle of the KTA Framework. It can be helpful for you and your change team to consider adding components from the other framework to enhance your change initiative. For more discussion of these examples, see each section of the two frameworks.

KTA phases	Identify the problem	Assess local context, Stakeholders, Resources	Assess facilitators and barrier	Select, tailor and implement interventions	Monitor knowledge use	Evaluate outcomes	Sustain the change
SMA elements							
Antecedents							
Timely opportunity for change is recognized	▨						
Change that can positively impact lives is valued	▨		▨				
Social movements are visible				▨			
Defining attributes							
Readiness to take action		▨					
Framing/ positioning the issue	▨						
Intrinsically motivated individuals					▨		
Emerging leadership			▨		▨		

Individual and collective action				■			
Public visibility				■		■	
Momentum				■			
Collective identity			■				
Networks		■					
Core structures							■
Consequences							
Goals are fully or partially met						■	
Change is scaled up, out, or deep							■
Capacity building in social movement							■

Applying phases of the KTA Framework to the elements of the SMA Framework

The table below highlights phases of the action cycle of the KTA Framework that can be considered as possible linkages to elements of the SMA Framework. It can be helpful for you and your change team to consider adding components from the other framework to enhance your change initiative. For more discussion of these examples, see each section of the two frameworks.

KTA phases	Identify the problem	Assess local context, Stakeholders, Resources	Assess facilitators and barriers	Select, tailor and implement interventions	Monitor knowledge use	Evaluate outcomes	Sustain the change
SMA elements							
Antecedents							
Timely opportunity for change is recognized	■	■	■				
Change that can positively impact lives is valued	■	■					
Social movements are visible	■		■		■	■	■
Defining attributes							
Readiness to take action		■	■	■	■		
Framing/ positioning the issue	■	■	■	■			
Intrinsically motivated		■	■	■	■		■

individuals		■	■	■	■		■
Emerging leadership		■	■	■	■		■
Individual and collective action		■	■	■	■	■	■
Public visibility		■				■	■
Momentum			■	■	■	■	■
Collective identity	■	■	■				
Networks		■	■				■
Core structures		■					■
Consequences							
Goals met fully or partially		■	■	■	■	■	■
Change is scaled up, out, or deep		■	■	■		■	■
Capacity building in social movement		■	■				