

## 3D Project

<b>KM Team Members involved</b>	<b>Becca Robinson (Management Fellow round 2)</b>
<b>Aim</b>	Supporting researchers in designing dissemination plans and increasing the research skills of the Management Fellow
<b>Local lead organisation</b>	University of Bristol (Chris Salisbury)
<b>Research funding</b>	NIHR HDSR for large multi-site study across England

### What happened?

All KM team members were attached to a team and in the case of this Management Fellow (BR), she was attached to the 3D research study team. She supported ongoing communications links between the NHS and the 3D study, increasing commissioners' awareness of this study, and facilitating communications between researchers and health organisations including the three local Clinical Commissioning Groups (CCGs). BR participated in local and other site project team & programme management group meetings contributing to project processes & progress monitoring and supplying additional expertise based on her knowledge of commissioning organisations and knowledge mobilisation. She developed a dissemination plan for the 3D study team, with contributions from the communications officer.

BR also contributed to data collection by supporting recruitment, facilitating lay participant (PPI) training and undertaking interviews with commissioners and GP practice staff. For example, she contacted 30+ GP practices to collect data on how individuals living with long term conditions were currently managed.

The Management Fellow's contribution led to several outcomes including:

- The research team avoided cross contamination of other research studies and CCG schemes. The information that the Management Fellow gathered from her commissioning colleagues identified research studies that the CCG were aware of (but the researchers were not) and CCG interventions that GP practices were involved in. This fed into negotiation about practice selection.
- The Management Fellow was more easily able to communicate with commissioners than researchers, knowing their motives and "what buttons to push". This helped to establish the research study locally by strengthening relationships between the CCGs, the general practices and the research team.

Case study written May 2016 with data from the 3<sup>rd</sup> KM team evaluation (April 2016)

The Management Fellow improved ongoing communications and engagement with CCGs, so that “they feel it’s their project too”. Links with the local CCG also facilitated relationships with other nearby CCGs and national study CCGs.

- The development of an evolving dissemination plan with outputs other than scientific articles that cover a broader range of audiences, including charities and PPI groups.
- Members of the study put more “thought and effort and attention” into developing newsletters and the website for the project throughout the study.
- The Management Fellow learnt useful skills in qualitative interviewing and survey data collection that she subsequently used on other evaluation projects and could potentially apply in her commissioning role.

What helped?	What didn't help?
Management fellow’s ability to find out who researchers needed to speak to and how to contact them within commissioning organisations	Initially the Management Fellow struggled to get up to speed with the research project.
Management fellow’s knowledge of local systems & the organisational context of commissioners and general practices	The Management Fellow’s knowledge did not extend to commissioning organisations and general practices outside the regional area.
The Management Fellow, as an ‘insider’, was perceived to be more effective than researchers in drawing out the right information from commissioners and general practice staff.	It took time for the Management Fellow to feel confident about her contributions and for the research team to know how best to use her skills and knowledge.
Commissioning colleagues’ knowledge about other developments that could impact the study	Just as the Management Fellow started becoming really useful to the research team, her fellowship ended.

### What can we learn from this?

- **Organisational and relational knowledge** of the Management Fellow helped the research study *navigate* and establish the research study.
- **Working with a research team** led to research **skills development** for the Management Fellow.
- **Both researchers and commissioning colleagues gained useful information from each other** through the Management Fellow’s contribution.