

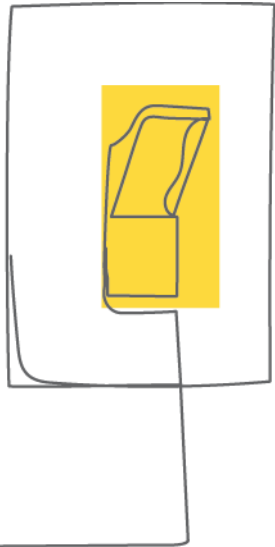
Transitions Guide Development Process: Our Approach

2023

Evidence to Care, Teaching and Learning Institute, Holland Bloorview Kids Rehabilitation Hospital



Evidence to Care



We remove barriers to evidence use in practice.

As a team of knowledge translation experts at Holland Bloorview Kids Rehabilitation Hospital, Evidence to Care (EtC) embodies ‘working better together’ by partnering with clinicians, hospital staff, families, researchers, and community partners to close the ‘know-do’ gap in the adoption of research evidence into practice.

Guided by knowledge translation science, EtC brings creativity, a learning lens, and critical thinking to generate engaging and useful knowledge products for providers, children, youth, and families at Holland Bloorview and beyond.

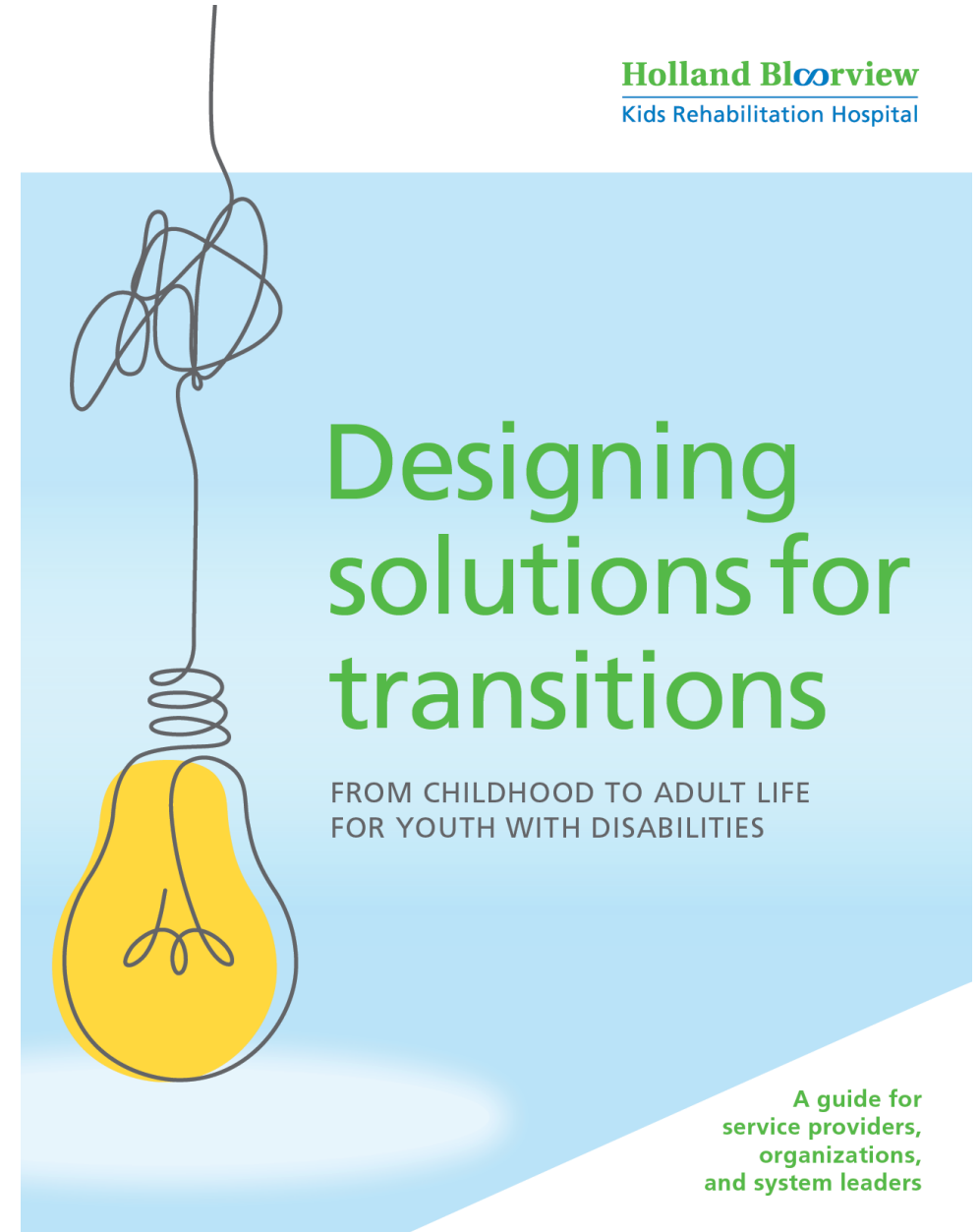


The Project

In this companion process guide, we present our unique approach and the steps taken in co-designing a tailored knowledge translation product – [Designing solutions for transitions from childhood to adult life for youth with disabilities: A guide for service providers, organizations, and system leaders](#) (the Guide).

We surface the often undocumented aspects of knowledge product development, the behind the scene processes. A purposeful and comprehensive plan, underpinned by theory, are an important part of product development.

We hope this process guide will inspire your future product development plan!



Transitions Guide Development

This process guide expands on how we used the principles of codesign in practice.

We hope that providing insight into our processes can help you and your teams with future projects.

What is a Guide?

A guide can be a person (or thing) that advises or shows the way to others, or something that directs or influences a course of action.¹



TERMINOLOGY

EtC partnered with the Transitions team to develop the Guide using the principles of co-design.

Principles of co-design²:

- Building trust
- Finding voice
- Sharing perspectives
- Creating a common vision

As with many complex projects with team members from varying disciplines, navigating ambiguity and non-linearity was a key role we held.

EtC are adept process experts, which is key to moving projects such as this one forward. We:

- Draw on facilitation and design skills.
- Embody a solution-focused approach.
- Apply knowledge translation, implementation, and dissemination best practices.

Our Method

Over the course of this work, EtC worked with the Transitions team and other relevant partners/experts to:

- Gather and synthesize information about their practice.
- Transform team thoughts into a succinct and engaging narrative.
- Verify, refine, and iterate guide prototypes.
- Integrate a high volume of feedback from intended users.
- Manage expectations about the scope of this work.
- Creatively capture the vision for their work and how to share it broadly (i.e., using purposeful graphic design).

This work was broken down into 6 steps to guide development (see page 9).

Key Aspects

Two key aspects underpinned and facilitated our codesign method:

8 Essential Design Abilities³



A Solution-Focused Approach⁴



A Solution-Focused Approach

Using a solution-focused approach to product development

A solution-focused approach works to shift our attention from problems to building solutions. While traditionally used in therapy or interactions with service providers, it can support project management in similar ways. A solution-focused approach promotes good communication between team members, encourages creativity and collaborative solution-finding within the team, and shifts all team members roles from expert problem solvers to facilitators of change.

EtC supported the Transitions team to identify solutions that share their work in a way that would be impactful for external users.

Refer to page 21 and Appendix A in the Guide to understand how a solution-focused approach could work with your team.

A Solution- Focused Approach

Cont.

Leading from behind

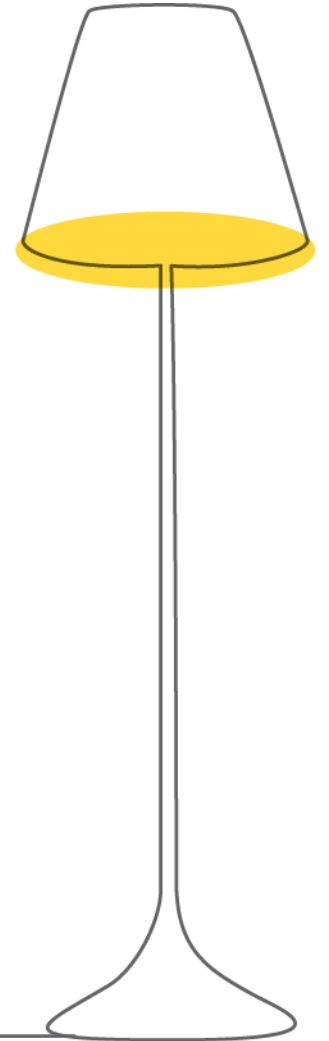
EtC's role is to facilitate processes that enable our partners to create the best product for their needs. While we hold expertise in knowledge translation, we do not hold expertise in a specific clinical topic. It is our job to provide space and opportunities for our partners to explore areas of concern, reframe problems by focusing on the strengths of our partners, and focus attention towards solutions.

We do not fix problems, but use questions and processes to guide partners towards a solution that works best for them in their context.

Possibilities within constraints

No one project or product can be everything to everyone. By trying to address too many topics or needs, we lose the richness of information that can be provided or potentially overwhelm the intended user. Constraints are a great way to frame what is possible within the resources available (i.e., time, financial, staff, technology) and the intended aims of a project.

We hold one foot in acknowledgement of the challenges within a project, and one foot in the possibilities for the future of our work.



8 Essential Design Abilities

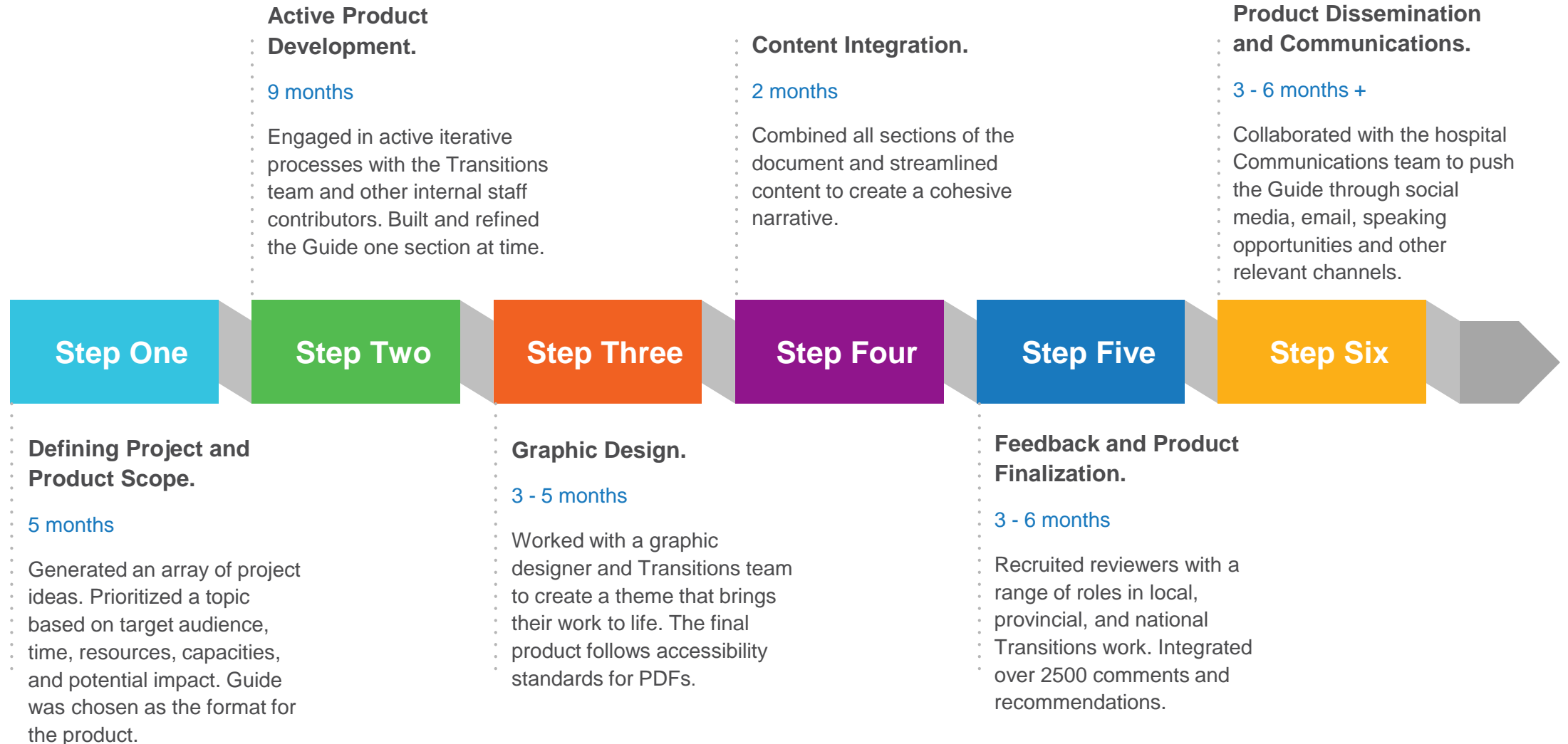


The art of problem-finding and problem-solving

Design provides us with a set of mindsets, behaviours, and tools to discover problems and create tailored solutions. There is no one-size-fits-all process. We aligned our Guide development with these 8 core abilities. The following slides describe each ability and how it is reflected in our Guide development process.³

<p>01 Navigate Ambiguity (Uber)</p> <p>“This essential ability involves recognizing and stewing in the discomfort of not knowing, leveraging and embracing parallel possibilities, and resolving and emerging from ambiguity as needed. It is a super-ability, necessary for both problem-finding and problem-solving.”</p>	<p>02 Learn from Others (People & Contexts)</p> <p>“This core ability includes the skills of empathizing with different people, testing new ideas with them, embracing diverse viewpoints, and observing and noticing in different places and contexts.”</p>	<p>03 Experiment Rapidly</p> <p>“This ability involves being able to quickly generate ideas, whether written, drawn, or built.”</p>	<p>04 Synthesize Information</p> <p>“This is the ability to make sense of many disparate pieces of information and find insight and opportunity within.”</p>
<p>05 Communicate Deliberately</p> <p>“This is the ability to form, capture, and communicate stories, ideas, concepts, reflections, and learnings to the appropriate audiences.”</p>	<p>06 Move Between Concrete & Abstract</p> <p>“This ability contains a variety of skills, including fluidly working across multiple scales, as well as simultaneously shifting between the equally important worlds of tangible and intangible.”</p>	<p>07 Build & Craft Intentionally</p> <p>“This ability is about thoughtful construction and showing work at the most appropriate level of resolution for the audience and feedback desired.”</p>	<p>08 Design your Design Work</p> <p>“This meta ability is about recognizing a project phase or the project at large as a design problem and then deciding on the people, tools, techniques, and processes to use to tackle it.”</p>

6 Steps to Creating the Guide



Defining Project and Product Scope

Step 1

Transition services have a long history at the Hospital. Capturing, synthesizing, and sharing this body of work was complex.

In this phase of the project we:

- Used our previous experience and skill sets to outline what was possible from an EtC perspective given current resources, prior to meeting with the Transitions team.
- Worked with a subset of the broader Transition team with dedicated time to attend meetings and contribute to the work, and created a smaller subgroup that could meet on a bi-weekly basis and support more time-intensive, detailed tasks.
- Prioritized building trust and relationship-building over rushing the process.
- Brought a consistent and collaborative project management approach, encouraging participation from everyone, building reliability capital with the Transitions team.
- Recognized their expertise in transition care and brought our expertise in knowledge translation to the work.
- Learned about their team history, ethos, communication style, and desired impact for the work broadly (vs. specific product goals).
- Helped navigate their hopes for the work, identifying clear aims and intended users.
- Helped to review, reframe, and refine initial ideas to be manageable in our timeframe and possibilities for one document.

Core design abilities

- ✓ Navigate ambiguity
- ✓ Learn from others
- ✓ Synthesize information
- ✓ Communicate deliberately
- ✓ Move between concrete & abstract
- ✓ Design your design work

Solution-focused approach

- ✓ Leading from behind
- ✓ Possibilities within constraints

Defining Project and Product Scope

Step 1 cont.

What else was helpful?

- Having organizational and embedded leadership support and 'buy-in' for this work. This created a bi-directional commitment: Leadership ← → Transitions team.
- Using organizational strategy to drive the project and product development.

Core design abilities

- ✓ Navigate ambiguity
- ✓ Learn from others
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Solution-focused approach

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Active Product Development

Step 2

This phase of the work was all about gathering information from the Transitions team (e.g., presentations, programs) and other sources (e.g., research articles). In reality, much of the context and historical nature of the work meant that information ‘lived’ inside the heads of team members.

To navigate this, there were two activities happening simultaneously:

1) Information gathering

- We used collaborative activities in group meetings and asynchronous technologies to delve into their work. We also met with team members 1:1 to gain insight into separate sections inline with their individual roles and expertise.
- We started with carefully crafted exploratory questions to brainstorm ideas, then used constraining questions to narrow down what was possible.

2) Information synthesizing and product creation

- We synthesized this large volume of information and developed a document structure and sections (i.e., tenets, examples).
- Sections were sent out prior to meetings, reviewed and edited in real time, and continually refined as the product was being developed.
- Information was transformed into different ways of visually communicating (e.g., background, call out boxes, bulleted lists).
- We guided the team to keep intended users in mind and filter out ‘scope creep’ information.

Core design abilities

- ✓ Navigate ambiguity
- ✓ Learn from others
- ✓ Experiment rapidly
- ✓ Synthesize information
- ✓ Communicate deliberately
- ✓ Build & craft intentionally
- ✓ Move between concrete & abstract

Solution-focused approach

- ✓ Leading from behind
- ✓ Possibilities within constraints

Active Product Development

Step 2 cont.

What else was helpful?

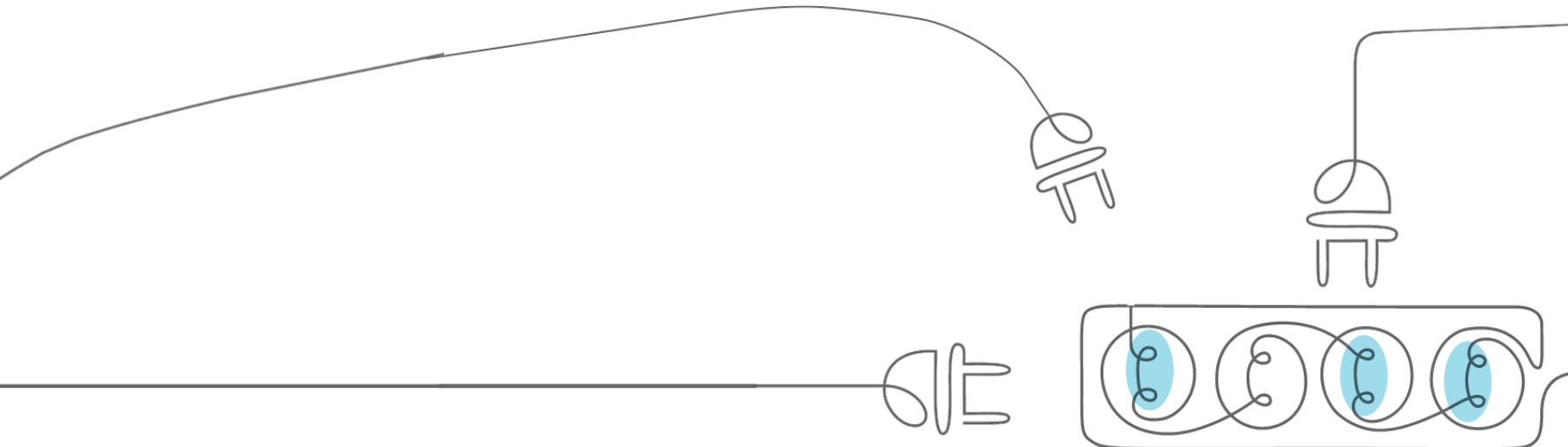
- Allowing flexible and reasonable deadlines with choice points that informed the decisions that people made.
- Creating opportunities for honest communication by allowing participants to provide feedback outside of the group environment (i.e., via email).

Core design abilities

- ✓ Navigate ambiguity
- ✓ Learn from others
- ✓ Experiment rapidly
- ✓ Synthesize information
- ✓ Communicate deliberately
- ✓ Build & craft intentionally
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Solution-focused approach

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- ✓ Possibilities within constraints



Graphic Design

Step 3

While engaging a graphic designer can help create visually appealing documents, their knowledge about layout, colour, and techniques to better communicate ideas (e.g., using icons) helps improve user engagement with the content.⁵ It is important to be mindful of and/or engage a designer that is knowledgeable about information design, to optimize user experiences with a product and enhance accessibility of documents to be used by screen readers and other technologies needed for people with disabilities.

In this phase of the project, the graphic design process:

- Was iterative, with test pages to show the Transition team what it would look like, helping to shift from abstract information to a concrete product that would one day be in users' hands.
- Helped to identify areas to shift content in terms of what was written, how emotion/ emphasis was placed, and how the reader's eye would move down a page to take in information. The layout of a product comes alive with a well-designed template.

Core design abilities

- ✓ Communicate deliberately
- ✓ Build & craft intentionally
- ✓ Move between concrete & abstract
- ✓ Design your design work

Solution-focused approach

- ✓ Possibilities within constraints

Graphic Design

Step 3 cont.

What else was helpful?

- Dedicating realistic funds for a skilled graphic designer and accessibility to ensure that the product is accessible. Depending on product size and scope, it can cost more than anticipated.
- Working with a designer that is collaborative and understands the iterative nature of a co-created document.



Core design abilities

- ✓ Communicate deliberately
- ✓ Build & craft intentionally
- ✓ Move between concrete & abstract
- ✓ Design your design work

Solution-focused approach

- ✓ Possibilities within constraints

Content Integration

Step 4

With a document the size of the Guide (~90 pages), attention to detail and thorough editing play a large role.

Up until this point in document development, the sections had been written, reviewed, and edited individually. Bringing all the sections together helped us to view the document differently, in how all of the sections are interconnected, and together create a cohesive narrative for the reader.

In this phase of the project we:

- Integrated and finessed all of the sections to create one cohesive document.
- Read and edited the full 90 page document. We addressed spelling, punctuation, continuity, areas to inter-link sections across the document, create adequate spacing between sections, and identify areas for further follow-up and clarification with other team members.
- Held further 1:1 and team meetings to iterate and clarify sections as needed.

This process informed packaging the document for review.

Core design abilities

- ✓ Navigate ambiguity
- ✓ Synthesize information
- ✓ Communicate deliberately
- ✓ Build & craft intentionally
- ✓ Design your design work

Solution-focused approach

- ✓ Possibilities within constraints

Content Integration

Step 4 cont.

What else was helpful?

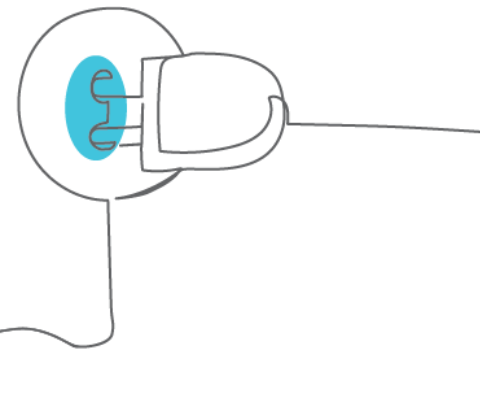
- Creating a log of assigned check-points for editing helped to ensure high attention to detail and brought different perspectives to the document at key points.
- Having dedicated support through the Transition subgroup was crucial to prepare the document for reviewer feedback.

Core design abilities

- ✓ Navigate ambiguity
- ✓ Synthesize information
- ✓ Communicate deliberately
- ✓ Build & craft intentionally
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Solution-focused approach

- ✓ Possibilities within constraints



Feedback and Product Finalization

Step 5

It was important to both our teams to engage a variety of reviewers prior to finalizing the Guide. This provided vital feedback from future intended users. We engaged 34 reviewers from different organizations, with different roles, including youth and family reviewers.

We broke reviewers up into four groups:

Transitions Guide development team <ul style="list-style-type: none">● Core team that has been developing the Guide	Group 1: Transitions team/contributors <ul style="list-style-type: none">● Broader Transitions team and people that have contributed to the Guide, but are not on the Transitions Guide development team
Group 2: Internal - External experts <ul style="list-style-type: none">● Internal to Hospital, external to the Transitions team● Knowledge of transition-focused work	Group 3: External - External experts <ul style="list-style-type: none">● External to Hospital● Knowledge of and/or participation in transition-focused work

We received over 2500 comments and edits for the Guide. Although it was a lot of work to incorporate reviewer feedback, it provided valuable information, making the Guide even more useful for those in the community that we hope to support.

Core design abilities

- ✓ Navigate ambiguity
- ✓ Synthesize information
- ✓ Communicate deliberately
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Solution-focused approach

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Feedback and Product Finalization

Step 5 cont.

What else was helpful?

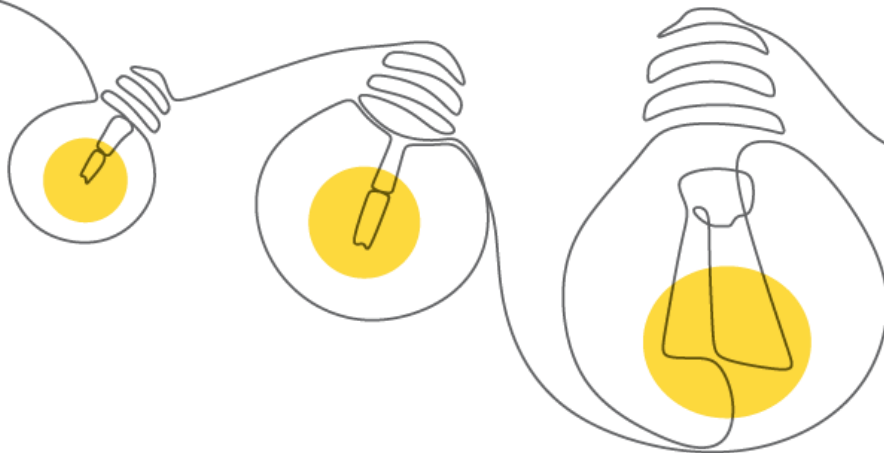
- Having multiple ways to provide feedback (i.e., through a general email, in a formal feedback form with targeted questions, and the ability to add edits and comments directly into the draft document).
- Being clear and flexible as needed about timelines for feedback.

Core design abilities

- ✓ Navigate ambiguity
- ✓ Synthesize information
- ✓ Communicate deliberately
- ✓ Build & craft intentionally
- ✓ Design your design work

Solution-focused approach

- ✓ Possibilities within constraints



Product Dissemination and Communications

Step 6

Active dissemination of a knowledge translation product, like the Guide, requires a multi-pronged strategy.⁶ The length of engagement with dissemination and communication activities is determined by team and organizational capacity to share the work and capitalizing on opportunities that arise.

In our strategy we:

- Partnered with the hospital Communications department to create and execute many aspects of dissemination (i.e., social media campaign).
- Worked with the Hospital website team to create a webpage to host the Guide, download form to understand where users are coming from, and generate reach metrics.
- Engaged our 34 Guide reviewers to share with their networks, including but not limited to: school districts, community agencies, and other healthcare systems. We created ready-to-use templates for others to share the Guide via social media and email.
- Identified newsletters, email lists, social media accounts, and/or speaking opportunities to target.

Core design abilities

- ✓ Navigate ambiguity
- ✓ Communicate deliberately
- ✓ Design your design work

Solution-focused approach

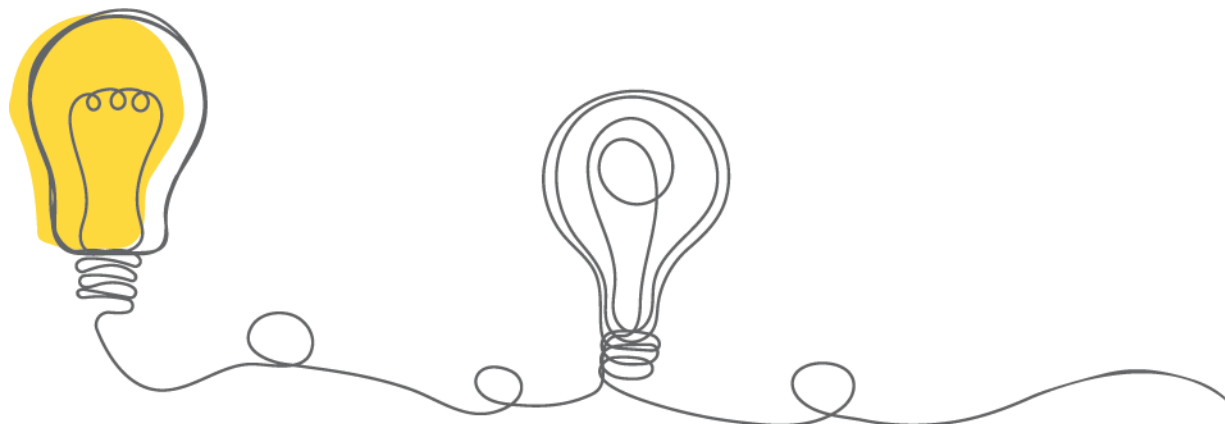
- ✓ Possibilities within constraints

Product Dissemination and Communications

Step 6 cont.

What else was helpful?

- Having access to in-house web-design and communications support to facilitate and support product showcase, dissemination, and communication efforts.
- Leveraging knowledge/expertise acquired from prior EtC product dissemination efforts.



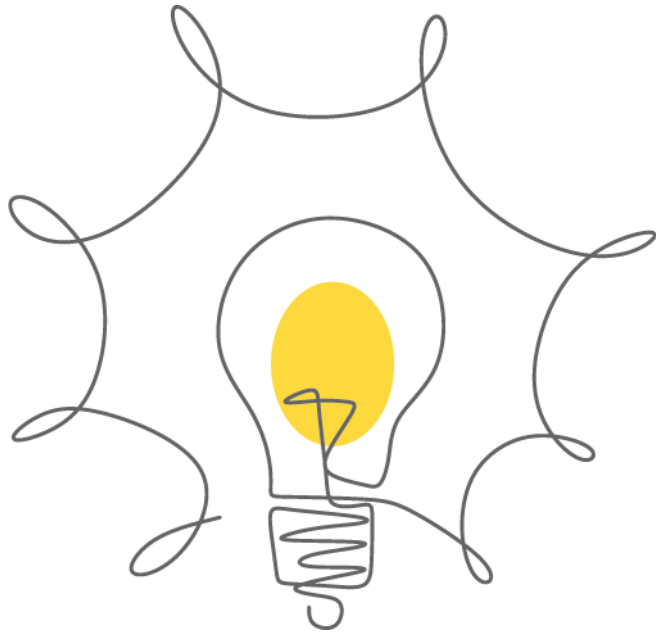
Core design abilities

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Solution-focused approach

- ✓ Possibilities within constraints

A Recap



This companion process guide presents our approach to knowledge translation product development using the 8 essential design abilities³ and a solution-focused approach.⁴

It highlights the processes that EtC used to co-create a high quality product in partnership with the Transitions team, showcasing that ‘how’ you create something can be as important as ‘what’ you create.

It is intended to support knowledge product developers to be intentional about selecting your methods to draw out, capture, and transform the evidence-based, evidence-informed, and practice-based work of the groups you assist to improve co-creation processes for resource development.

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Transforming practice.

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Email: etc@hollandbloorview.ca

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