

Findings: SEARCH Managers' Survey October, 2006

During September and October 2006 SEARCH Canada conducted a survey of SEARCH III, IV and V managers. This survey was the first survey of managers since 2003 and was focused on the organizational impact of the SEARCH program. A complete list of questions and responses is available and will be distributed, but the following is a summary of the highlights of this study.

The survey was developed from a prior 2003 telephone survey of managers and from managers' comments regarding expectations of the SEARCH Classic program that were presented in the application forms of SEARCH IV and V participants. The survey was a web based survey. Notices were sent by email to 71 managers. Of these 7 managers were not available because they had changed jobs or the email address was not current. We had 24 responses (also 2 have completed the survey after the closing date, but their results are not included in this report). Also, there were 9 responses from S-III; 9 responses from S-IV, and 18 responded from S-V. Although some managers may have completed a form for each participant, it is likely that some of the regions completed one form for a region even if more there was more than one participant.

Managers' Survey 2006: Highlights

The survey was split evenly between senior and middle managers: 42%-10 persons identified as senior managers and 54%, 13 persons identified as middle managers. One person, 4%, said that they were a unit or team leader.

The survey was organized in sections that included a range of different kinds of impact in the organization. Scores in these areas ranged as follows:

- Behaviors: 4.26-4.52
 - 100% saw behaviors indicating increased skills and research/evaluation activities
 - Behaviors link to SEARCH cohort learning experience
 - Strong indication that SEARCH participants mentors others in region
- Network: 3.74-4.35
 - Strong indication that participants access network for learning and collaboration
 - Participant contributes relevant information to managers and to organization
- Decision Making Impact 3.48-4.22
 - 43% use evidence-based practices to identify priority issues
- Organizational Support 3.48-4.22
 - Most organizations have support team in place
- Dissemination 3.43 – 3.91

- Dissemination had most varied response. A most varied response meant that no single response received greater than 50%. In many of these cases there was a high neutral score. Managers attending the presentation on October 20 thought that the high neutral score might be due to two factors. First, the survey respondents were largely from the current cohort and the projects in these cohorts are not due to be completed until June of 2007. A second reason for the neutral scores was that in at least one region the SEARCH participant was not expected to write reports, but was expected to help others produce reports for dissemination.
 - Participant involvement contributes to dissemination of research in organization
- Outcomes: 2.43-4.09**
- 17% obtained new funding through a SEARCH project/experience
 - 9% report a change in an organizational practice as a result of a project
 - 83% report an increase in recognition of research as a result of program
 - 60% report that program influenced evidence based decision making
- Program: 3.0 - 4.39
- 95% recommend program to regions outside of Alberta
 - 92% said it was an efficient way to improve capacity to use research knowledge
- ✈ In conclusion the findings show that the SEARCH program is valuable and has a positive impact for member organizations.
- ✈ The managers report that the SEARCH program has a positive impact on learning evidence based methods and overwhelmingly recommend the program.
- ✈ Managers also believed that the two year experience was an efficient way to build capacity in evidence based learning and decision making because the program is in the workplace and relates to relevant needs of the workplace.
- ✈ Dissemination is an area that has different interpretations and is used differently by member organizations.

Response by questions

Subject area	Average Score (5 = strongly agree)	Agree/Strongly Agree	Neutral	Disagree/Strongly Disagree
Behaviors: 4.26-4.52				
10. Gained skills in applied research/gathering evidence	4.52	100%		
11. Participation increase applied research/evaluation activities	4.3	100%		
12. Increased use applied research decision making	4.3	86%	13%	
13. Mentored re: using health research information	4.26	87%	13%	
14. Mentored re: using information in decision-making	4.32	91%	9%	
Network: 3.74-4.35				
15. Network aids individual collaboration	4.35	96%	4%	
16. Network aids health service collaboration	4.13	87%	4%	
17. Organization takes action to facilitate within region	3.74	63%	35%	
Decision Making 3.48-4.22				
18. Helped manager understand and use findings	3.48	57%	35%	9%
19. Direct impact on service delivery	3.52	52%	43%	
20. Participant communicated re: best practices, objectivity	4.22	91%	9%	
21. Contributes relevant information	4.0	79%	22%	
22. Helped to guide/prepare policy development and practice	3.65	61%	30%	9%
Organizational Support 3.74-4.22				
23. Support individual or team in place	4.22	91%	9%	
24. Part of the appropriate decision making team	3.74	63%	35%	
25. Knowledge brokering strategy included in organizational business plan	3.83	70%	30%	

Dissemination 3.43 – 3.91	Average Score (5 = strongly agree)	Agree/Strongly Agree	Neutral	Disagree/Strongly Disagree
26. Engaged/provided reports with management team*	3.57	56%	26%	17%*
27. Contributed to use/dissemination of research in organization	3.91	74%	26%	
28. Persons in organization gain more dissemination EBP	3.52	48%	43%**	9%**
29. Participation has led to other initiatives increase use of research	3.48	48%	43%**	9%**
30. More able to use evidence-based practices to identify priority	3.43	43%	43%**	9%**
31. Organizations ability to identify relevant information improved.	3.52	57%	30%**	13%**
Outcomes: 2.43-4.09**				
32. Mentors others in use of evidence	4.0	82%	17%	
33. Project relevant to organization	4.09	96%	4%	
35. New positions in R & E ++	3.22	47%	17%	35% (9% Strongly disagree)
36. Individual projects relevant	3.87	83%	65%**	
37. Group projects relevant	3.17	26%	22%**	61% (13% strongly disagree)**
38. New funding acquired as a result	2.43	17%	22%	61% (13% strongly disagree)**
39. Change as a result of project	2.87	9%	70%**	22%**
40. Increased recognition of research	4.04	83%	13%	4%
41. Leadership to facilitate change	3.7	61%	35%	4%

Program: 3.0 - 4.39	Average Score (5 = strongly agree)	Agree/Strongly Agree	Neutral	Disagree/Strongly Disagree
43. Learning Charter (42. 12 not applicable)	3.5	57%	36%+	
44. More than five hours per week	3.0	40%	10%	50%
45. Increased EBDM capacity	3.7	65%	30%	5%
46. Positive ability to support R & E	4.3	100%		
47. Overall satisfied with contribution	3.89	79%	16%	5%
48. Influenced ability to use EB D-M.	3.55	60%	30%	5%
49. Recommended outside Alberta	4.39	95%	4%	
50. Efficient way to improve capacity.	4.09	92%	4%	4%

Notes from Discussion with Managers October 20, 2006

* In at least one region SEARCH participant is asked to help teach dissemination to other persons and is not expected to write or present oral reports.

**Managers attending retreat believed that these results were related to the timing of the program and the fact that the projects are not completed. Completion and dissemination plans are not expected before June 2007.

+ Managers attending the retreat thought that the Learning Charter was helpful as a starting point, but not helpful as an ongoing monitoring tool. Positive benefit as a tool to help new managers and possibly could be used as a means to bring closure to final project.

++ Managers attending retreat believed that this question was about the research culture in region not about the SEARCH program.