**Knowledge Creation in Healthcare Organizations as a Result of Individuals' Participation in the Executive Training in the Use of Evidence Informed Decision Making

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**Abstract:** Evaluations of attempts to improve the use of evidence informed decision making in healthcare organizations have focused on impact on individual skills and knowledge and failed to grasp how learning processes occur in the organizations. We conducted a research project on the organizational impact of two programs aiming at developing capacity and leadership to optimize the use of evidence in decision making . To guide our evaluation, we developed a logic model based on Nonaka Dynamic Theory of Organizational Knowledge Creation. We used multiple cases studies using embedded units of analysis and relying on a triple comparative design. In each case, we collected data through interviews and documentation. Our results showed an impact on the immediate work environment of the trainees . The findings emphasized the importance of multiple pattern of interactions within the organization and of focusing on identifying contextual conditions that faciliates and impedes the programs' impact.

**Resources**:

(1) Brousselle A, Champagne F, Contandriopoulos AP, Hartz Z. (2011). *Concepts et méthodes d’évaluation*. Montréal, Les Presses de l’Université de Montréal, 2011-10-28, 2nd ed. (2) Champagne, F., Lemieux-Charles, L., & McGuire, W. (2004) *Using knowledge and evidence in health care* (pp. 3–17). Toronto: University of Toronto Press. (3) Nonaka, I. (1994). A dynamic theory of organizational knowledge creation. *Organization Science,* *5*(1), 14–37. (4) Nonaka I., Toyama, R., & Byosière, P. (2001). A theory of organizational knowledge creation: Understanding the dynamic process of creating knowledge. In M. Dierkes, A. Berthoin Antal, J. Child, & I. Nonaka (Eds.), *Handbook of organizational learning and knowledge* (pp. 491–517). Oxford: Oxford University Press. (5) www.chsrf.ca/Programs/EXTRA

**Presenter** : Marie-France Duranceau holds a master degree in Political Theory. Currently pursuing a PhD in Public Health at the University of Montreal ’s Faculty of Medicine, her research interests focus on the use of evidence in decision making in healthcare organization, on evaluation, governance and change management.

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