Strategic planning for research uptake

Research uptake workshop,
12-14 September 2017,
Kilifi, Kenya.

http://resyst.lshtm.ac.uk
@RESYSReasearch
In this resource

- Understand the importance of strategic planning for research uptake
- Familiarise key aspects of a research uptake strategy
- Develop research uptake objectives for your research group, project, hub or an event
- Identify key stakeholders using stakeholder analysis techniques
- Review communications channels, outputs and activities
- Explore indicators and tools for monitoring and evaluation
What is research uptake?

**DFID:** “All activities that facilitate and contribute to the **use** of research evidence by policy-makers, practitioners and other development actors”
What is research uptake?

The Evolution of Research Uptake

**Research Dissemination**
- Distribute information to academic & other audiences
- Usually one-way

**Research Communication**
- Share research outputs
- Involve stakeholders from planning to implementation to M&E

**Research Uptake**
- Engage with change agents from outset
- Stimulate access + application of research
- Synthesise evidence to provide balance

Summarised from DFID Guidance on Research Uptake, 2013
Strategic planning for research uptake

• A structured approach towards achieving specific research uptake objectives

• Objectives are based on the organisation or project goals

• Involves communications specialists, researchers, project managers

• Requires engaging with stakeholders at every step of the project – from the before the research to after the research is completed
Stages of a research uptake strategy

1. Research Uptake Objectives
2. Map key stakeholders
3. Identify channels & activities
4. Develop workplans
5. Monitor & evaluate
Why is a strategic approach important?

- It ensures greater impact – every product, activity, interaction counts towards the goal
- Activities are pro-active rather than re-active
- Focus on key stakeholders leads to appropriate channels of communication, targeted messaging
- More efficient and cost effective
- Easier to monitor and evaluate activities that are planned and organised
Strategies are...

- Scalable
  - They can be detailed or act as a general guide
  - They can be used for a single report, an entire project, group or organisation

- Not set in stone
  - They should be changed to reflect the evolution of a project

- An art not a science
  - There is no one best way to promote uptake and communicate in every situation
Stage 1: Objectives

- What do you want your research uptake activities to achieve?
- What do you want people to do differently (think, act, design or implement policies) as a result of your actions?
**RESYST example**

**Overarching goal:** Research contributes to policy and management changes that enhance the resilience and responsiveness of health systems in low and middle income countries

**Research uptake objectives:**

1. **Collaboration:** Key stakeholders are involved in, or supportive of, RESYST research throughout each stage of the research process

2. **Engagement:** Strengthened/new relationships with stakeholders working on health systems issues, and with those who can influence change

3. **Raise profile:** Members of RESYST are viewed as a trusted and high-quality source of evidence by policy-makers and academics

4. **Share information:** Research outputs are accessible to stakeholders at local, national and international levels
Research uptake objectives

Objectives should be:

S  Specific
M  Measurable
A  Achievable
R  Realistic (within timeframe, budget, resources)
T  Timely
Some more examples

- Build awareness of a project
- Influence specific policies/policymakers around key aspects
- Encourage participation among researchers or partner bodies
- Strengthen internal communication of a project
- Engage stakeholders to support change
- Increase capacity of intermediaries to write about science research
- Build a network of people and groups interested in a particular topic
STEP 2: Stakeholders

- Who are you trying to reach?
- Who influences them?
- When should you engage with stakeholders?
Stakeholder analysis:

Process of identifying who the key stakeholders are

• Brainstorming and mapping techniques to:
  • Analyse how much interest in and influence over the project they have
  • Identify links and relationships between stakeholders
  • Prioritise stakeholders
Why is stakeholder analysis important?

- Creates a shared understanding of the people who can impact on your success
- Is a vital step in determining approaches to policy engagement and communications channels
- Identifies potential risks from negative stakeholders
- Prioritises stakeholders so the appropriate amount of resources can be assigned and the right strategy is applied
Steps

**Identify**
- Brainstorm and list stakeholders

**Categorise**
- Group stakeholders by type

**Map**
- By interest and power

**Link**
- Visualise relationships and networks between stakeholders

**Prioritise**
- Identify the most important stakeholders
Interest/power matrix

<table>
<thead>
<tr>
<th>Power</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Engage closely and influence actively</td>
</tr>
<tr>
<td>Low</td>
<td>Keep satisfied</td>
</tr>
<tr>
<td></td>
<td>Monitor (minimum effort)</td>
</tr>
<tr>
<td></td>
<td>Keep informed</td>
</tr>
</tbody>
</table>
Intermediaries

- People do not make decisions in isolation
  - They often rely on information and advice from other specialists and organisations
  - Can be influenced by media, opinion leaders
- Important to analyse links between stakeholders
  - Types of relationships they have, e.g. formal/informal
  - Strength of relationships
Links - mapping relationships

Formal links – strengthen of relationship… thickness of line

Informal links –
Prioritise stakeholders

Primary stakeholder (Directly affect outcomes)
- High level policy officials
- Program staff

Secondary stakeholder (Influence primary stakeholders)
- Policy advisors
- Media
- Head of professional associations
RESYST stakeholders

**Primary**: people responsible for developing or implementing health systems policies or plans

- **National level**: Staff in Ministry of Health and Finance, politicians, policy advisors
- **Sub-national level**: District and hospital managers, primary care facility managers
- **International**: Country staff and technical advisors to multilateral organisations, bilateral aid donors, Global Health Initiatives

**Secondary**: Civil society organisations, research networks, professional associations (nursing, management)
When to engage with stakeholders?

- Consult to identify research priorities
- Collaborate in research activities
- Keep informed
- Jointly interpret findings
- Feedback on policy implications
- Co-write articles
- Participate in events
Communication channels

1. What communication channels, outputs and activities are most effective in reaching your stakeholders?
2. What mix works for you and your organisation?
3. How will you plan the work? – responsibilities, timing, budget

Monitor & evaluate

Map key stakeholders

Develop workplans

Identify channels & activities

Research uptake objectives
Main delivery channels

- Publications
- Online
- Media
- Events
# Publications

<table>
<thead>
<tr>
<th>Type</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic journal</strong></td>
<td>Presents final results of the research</td>
</tr>
<tr>
<td></td>
<td>External peer review</td>
</tr>
<tr>
<td></td>
<td>Academic, expert community</td>
</tr>
<tr>
<td><strong>Research report</strong></td>
<td>Final report of a research project</td>
</tr>
<tr>
<td></td>
<td>Internal peer review</td>
</tr>
<tr>
<td></td>
<td>Not aimed at a single audience</td>
</tr>
<tr>
<td><strong>Working paper (series)</strong></td>
<td>Preliminary results of ongoing research</td>
</tr>
<tr>
<td></td>
<td>Literature review</td>
</tr>
<tr>
<td></td>
<td>Invites discussion on key arguments</td>
</tr>
<tr>
<td></td>
<td>Researchers and technical experts</td>
</tr>
<tr>
<td><strong>Workshop or event report</strong></td>
<td>Summary of proceedings</td>
</tr>
<tr>
<td></td>
<td>Links to materials from the event</td>
</tr>
<tr>
<td></td>
<td>Wide audience including participants</td>
</tr>
</tbody>
</table>
Publications – types of brief

- **Policy brief** – policy focused; sets out problem and solution; contains policy recommendations or implications to its main audience
- **Research brief** – summary of the research including background, methods, findings and conclusions
- **Topic overview** – synthesis of wider evidence on a specific policy or research issue; highlights added-value of the research
- **Project brief** – information about the project: aims, objectives, methods and achievements

- Short, concise summary of the research or evidence (usually 2 or 4 pages)
- Based on and links back to evidence
## Publications

| Annotated reading list (bibliography) | • Outline of key reading materials (with links) on a subject matter  
• Annotated bibliography contains summaries of each document |
| Training manual, guide | • Introduction to basic concepts  
• ‘How to’ style  
• Links to resources |
| Key findings sheet | • Highlights the key findings of a research project  
• Event, website |
| Project leaflet/ flyer | • Information about a project  
• Visually appealing  
• Conferences and events |
Publications – types of posters

**Academic poster**
- Summary of the research
- Presentation, visual
- Conferences – academic, engaged audience
- e-posters - available online, interactive

**Infographic**
- Graphics to communicate data or research
- Maps, word clouds
- Broad audience – highly targeted

**Information/motivational poster**
- Educational
- Health clinics
- Communities/patients
**Online**

**Website**
- Information about the project, publications
- Relevant (frequent updates), user friendly
- Attention to writing for the web

**Blog**
- Introduce research, outputs, events
- Researcher opinions
- Broad audience – layout and language accessible

**Emailed newsletter**
- Announce past, current, future activities
- Hyperlinks to further detail
- General audience

**Social media & networks**
- Twitter, Facebook, LinkedIn
- Short, direct, links, hashtags, images
- Micro-blogging
## Online

### Video (YouTube)
- Stories from the research, ‘talkingheads’, mini-documentaries
- Broad and diverse audience
- Low-cost videos using smartphone

### Prezi
- Animation tool for presentations
- Dynamic output for websites and conferences
- Grab and direct audience attention

### Photo stories
- Visual story telling
- Provide narrative context
- Showcase photography outputs

### Podcast
- Can be produced alongside video
- Short and clear – 30 seconds-3 minutes
- National and local radio stations
Infographics

- Visual information to explain complex data or concepts, e.g. global health trends
- Interactive visualisations enable users to search through large data sets themselves
- Benefits for smaller-scale research – understand and communicate information
Infographics
Animations guide the viewer through a clear narrative.

Accessible and unique way of illustrating and sharing complex ideas, concepts or research findings.

https://youtu.be/yx2hHdkNtK4
Embedded videos

- Publication (brief, poster, graphic) contains short video clips
- Useful as a teaching resource
- Case-studies, researchers providing more detail

http://resyst.lshtm.ac.uk/sites/resyst.lshtm.ac.uk/files/Web_Ethical%20challenges%20in%20conducting%20embedded%20long%20term%20research.pdf
Media

Op-ed
- Columns in national/local newspaper to put forward an idea
- Engaging, punchy writing
- Broad but informed audience

Interviews in TV, radio, print media
- Expert opinion, interviews
- Issue of public interest or current affairs
- Engage in discussions or debate

News story
- Information about current events
- Accessible, fact-based writing
- Audience dependent upon outlet

Press release
- To let the media know about new project, research outputs or an event
- Newsworthy information
Media briefing and training

- Face to face meetings with journalists
- Explain key policy issues, or issues of public interest to the media
- Targeted at journalists in various media
- Training sessions for journalists to write about science
Events

Workshop and training
- Presentation of research findings followed by discussion and interaction
- Targeted at interested people

Webinar
- Online seminars, use online tools to enable participation
- Access to internet

Conference - presentation, session
- Preliminary results of ongoing research
- Invites discussion on key arguments
- Researchers and technical experts

Private meeting with stakeholders
- Formal or informal
- Opportunity to build relationships and share materials
# Events

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Details</th>
</tr>
</thead>
</table>
| Lecture (public, students)     | • Presentation of research findings followed by discussion and interaction  
                                 | • Targeted at interested people                                                                                                       |
| Roundtable meeting             | • Academic discussion on an agreed topic  
                                 | • Productive way to move forward debate  
                                 | • Bring together influential actors from different organisations/sectors                                                             |
| Theatre, storytelling          | • Creative presentation of research  
                                 | • Encourages engagement with research for more general audiences  
                                 | • Community mobilisation or activism                                                                                                 |
Communications mix

- Communications mix is crucial – using a combination of channels is more effective than one campaign.

- Appropriate mix depends on:
  - Objective – e.g. raise awareness, advocacy, mobilisation
  - Audience - literacy, preferred information sources
  - Social environment: available media, cultural context
  - Available resources and skills

- Mix that works for you and the organisation
RESYST’s learning sites work
SASA! Act now against violence

Publications

Online

Media

Events
Workplan

How will the activities be carried out?

Detailed information about:

- Who is responsible for the activity
- Whether or not they require support
- Date it should be completed by
- Budget
- What is the evidence that the activity has taken place
STEP 5: Monitoring and evaluation

- How can you measure success (or otherwise) in research uptake and communications efforts?
- What online tools are available to collect data?
What is monitoring and evaluation?

Monitoring:

- Routine, ongoing collection of information about a project or programme
- Indicators to measure and report on performance

Evaluation:

- Periodic, retrospectice assessment of a project to provide useful feedback (internal or external by independent evaluators)
Why evaluate research uptake activities?

- To improve future efforts
  - Provides information to help assess the effectiveness of the research uptake strategy and activities, and amend it accordingly.

- Ensures accountability
  - To project members/supporters, stakeholders, funders

- Formal requirement from funders
  - Research projects are required to report on more than just outputs, but also impacts of the research beyond academia.
RESYST approach

Quantitative indicators

Outputs → Research uptake → Influence & impact

Qualitative indicators
## Measuring Outputs

Are outputs appropriate, accessible and of high quality?

<table>
<thead>
<tr>
<th>Publications</th>
<th>Online</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Number of open-access, peer-reviewed publications</td>
<td>• Number of unique website users</td>
</tr>
<tr>
<td>• Number of article views and downloads</td>
<td>• Number of downloads</td>
</tr>
<tr>
<td></td>
<td>• Disaggregated by country</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Events</th>
<th>Media</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Number of engagements with key stakeholders</td>
<td>• Media coverage</td>
</tr>
<tr>
<td>• Number of presentations at conferences</td>
<td></td>
</tr>
</tbody>
</table>
### Measuring uptake

Was the work shared and passed on to others?

<table>
<thead>
<tr>
<th>Publications</th>
<th>Online</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Number of citations in research articles and reports (proxy for research quality)</td>
<td>• Social network mentions</td>
</tr>
<tr>
<td></td>
<td>• Comments on blogs</td>
</tr>
<tr>
<td></td>
<td>• Subscriptions to newsletter</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Events</th>
<th>Media</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Number of webinar attendees</td>
<td></td>
</tr>
<tr>
<td>• Requests for research, advice</td>
<td></td>
</tr>
<tr>
<td>• Feedback survey</td>
<td></td>
</tr>
</tbody>
</table>
Did the work contribute to change in policy or practice?

<table>
<thead>
<tr>
<th>Publications</th>
<th>Online</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Citation or reference in policy document</td>
<td>• Testimonial - emails from stakeholders</td>
</tr>
<tr>
<td>• Reference in guidelines</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Events</th>
<th>Media</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Details of participation in advisory committees</td>
<td>• Details of media coverage</td>
</tr>
<tr>
<td>• Details of specific engagements with key stakeholders</td>
<td></td>
</tr>
</tbody>
</table>
Qualitative indicators

• Short narratives to describe the contribution of the research to policy/practice
  • Stories of change from researchers (impact stories)

• Case-studies about impact pathways (what led to change)
  • Interviews with stakeholders
  • Review of supporting evidence
  • Timeline mapping changes in policy, research uptake activities, and changes in behaviour of key stakeholders (RAPID Outcome Assessment)
Online tools to collect data

- Google analytics
- Journal metrics
- Google Scholar
- Bitly
- Mailchimp
- Altmetric
Altmetric

What sources does Altmetric track?

- **News outlets**
  - Over 1,300 sites
  - Manually curated list
  - Text mining
  - Global coverage

- **Social media and blogs**
  - Twitter, Facebook, Google+
  - Public posts only
  - Manually curated list

- **Post-publication peer review**
  - Publons
  - PubPeer

- **Reference managers**
  - Mendeley, CiteULike
  - Reader counts
  - Don’t count towards the Altmetric score

- **Other sources**
  - Wikipedia
  - YouTube
  - Reddit
  - F1000
  - Pinterest
  - Q&A

- **Policy documents**
  - NICE Evidence
  - Intergovernmental Panel on Climate Change
  - Many more...

- Non-traditional sources
- Trace research impact
- Understand research reception and uses
- Complimentary to citation based analysis

Download free bookmarklet from Altmetric.it
Hospitals as complex adaptive systems: A case study of factors influencing priority setting practices at the hospital level in Kenya

**Overview of attention for article published in Social Science & Medicine, February 2017**

**SUMMARY**

**Title:** Hospitals as complex adaptive systems: A case study of factors influencing priority setting practices at the hospital level in Kenya

**Publication:** Social Science & Medicine, February 2017

**DOI:** 10.1016/j.socscimed.2016.12.006

**Authors:** Beritec Diw, Mary S, Taig M, Cvey S, Soc Sci Med 2017 Feb; (14)104-112

**Abstract:** There is a need to understand priority setting and resource allocation (PSRAs) practices at the hospital level in Kenya.

**Twitter Demographics**

**Mendeley Readers**

**Attention Score in Context**

**Geographical Breakdown**

<table>
<thead>
<tr>
<th>Country</th>
<th>Count</th>
<th>As %</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>1</td>
<td>14%</td>
</tr>
<tr>
<td>Kenya</td>
<td>1</td>
<td>14%</td>
</tr>
</tbody>
</table>

**Demographic Breakdown**

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>As %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scientists</td>
<td>4</td>
<td>57%</td>
</tr>
<tr>
<td>Members of the public</td>
<td>2</td>
<td>23%</td>
</tr>
<tr>
<td>Scientists/commun. journals/technical/narrative</td>
<td>1</td>
<td>14%</td>
</tr>
</tbody>
</table>

**Altmetric**

**F1000Prime**

**Article Recommendations**


Recommended by Jeffrey Dehmlow, Louise Elio and Kate O'Connor

(16 Mar 2017) New Fielding

This paper presents case study research of the factors influencing priority setting practices in public health referral hospitals in Kenya. As the authors explain, there is currently no official guidance for these hospitals, and priority setting often is decided at the hospital level. Further, no

**F1000**

is composed of 8,000 senior scientists and leading experts in all areas of biology and medicine.

The Faculty recommends the **most important articles**, rating them and providing short explanations for their selections.
Health sector operational planning and budgeting processes in Kenya—“never the twain shall meet”

Overview of attention for article published in The International Journal of Health Planning and Management, March 2015

Aligning public financial management and health financing: sustaining progress toward universal health coverage

The World Health Organization (WHO) is the directing and coordinating authority for health within the United Nations system.

Strategizing national health in the 21st century: a handbook

The World Health Organization (WHO) is the directing and coordinating authority for health within the United Nations system.

Strategizing national health in the 21st century: a handbook

The World Health Organization (WHO) is the directing and coordinating authority for health within the United Nations system.

Everyday resilience in district health systems: emerging insights from the front lines in Kenya and South Africa

Overview of attention for article published in The BMJ Global Health, June 2017

58

Mentioned by:
- 98 tweets
- 32 Facebook likes
- Readers on:
  - 19 votes

Geographical breakdown

<table>
<thead>
<tr>
<th>Country</th>
<th>Count</th>
<th>As %</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Africa</td>
<td>13</td>
<td>78%</td>
</tr>
<tr>
<td>United States</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>South Africa</td>
<td>1</td>
<td>6%</td>
</tr>
</tbody>
</table>

Demographic breakdown

<table>
<thead>
<tr>
<th>Type</th>
<th>Count</th>
<th>As %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Members of the public</td>
<td>45</td>
<td>89%</td>
</tr>
<tr>
<td>Students</td>
<td>10</td>
<td>22%</td>
</tr>
<tr>
<td>Members of armed forces</td>
<td>1</td>
<td>2%</td>
</tr>
</tbody>
</table>
Further resources on research uptake

• STRIVE – Knowledge into action [webpage](http://)
• ODI RAPID – Successful communication – [a toolkit for researchers and CSOs](http://)
• DRUSSA learning resource - various [guidance notes](http://) on research communication, the engaging researcher
• RESYST [webinar](http://) on demonstrating research impact
• [Wonkcomms.net](http://)
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