Engaging stakeholders in a participatory research impact strategies

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Outline

- International learnings on research impact
- Spanish and Catalan context
- Theory of change in the Catalan ecosystem
- Setting an impact agenda at a Catalan level (RIACAT)
- Impact strategy for Health Research in Catalonia (SARIS)
- Learnings and recommendations
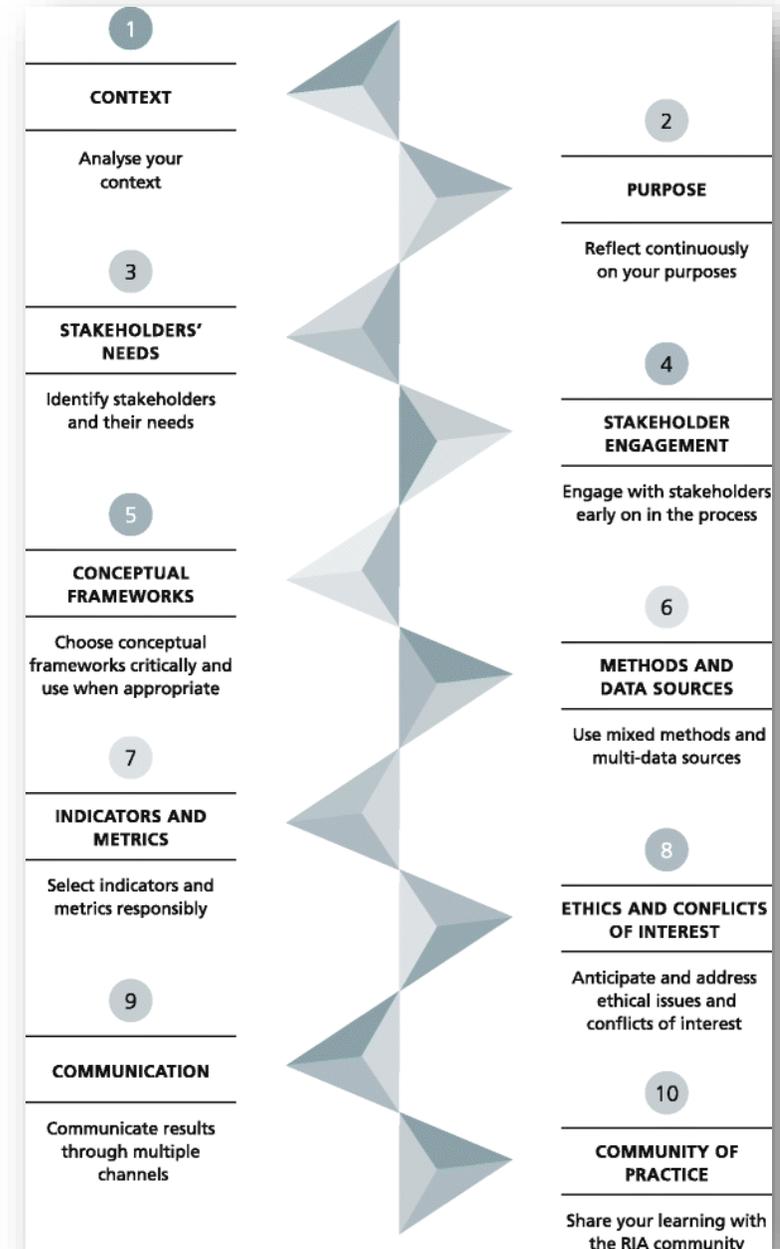
Key messages

- When designing impact strategies it is important to:
  - Make the implicit changes explicit
  - Understanding the context, the stakeholders challenges
  - Raise awareness of the need
  - Involving / engaging stakeholders (to be in the same page)
- Need to give practical tools to stakeholders
- Examples from Catalonia:
  - Region level: RIACAT Group
  - Health sciences: SARIS system

ISRIA-statement

1. Analyse and understand the context

2. Understand your purpose

3. Reflect continuously on the purpose of your stategy

4. Identify stakeholders and their needs

5. Engage with stakeholdres early on in the process

7. Use indicators responsibly, never let indicators talk alone –use triangulation

Engagement

1. Understanding **(and shaping)** the context

3. Identify stakeholders and their needs

> **Stakeholders' mapping includes change-divers and impact enablers**
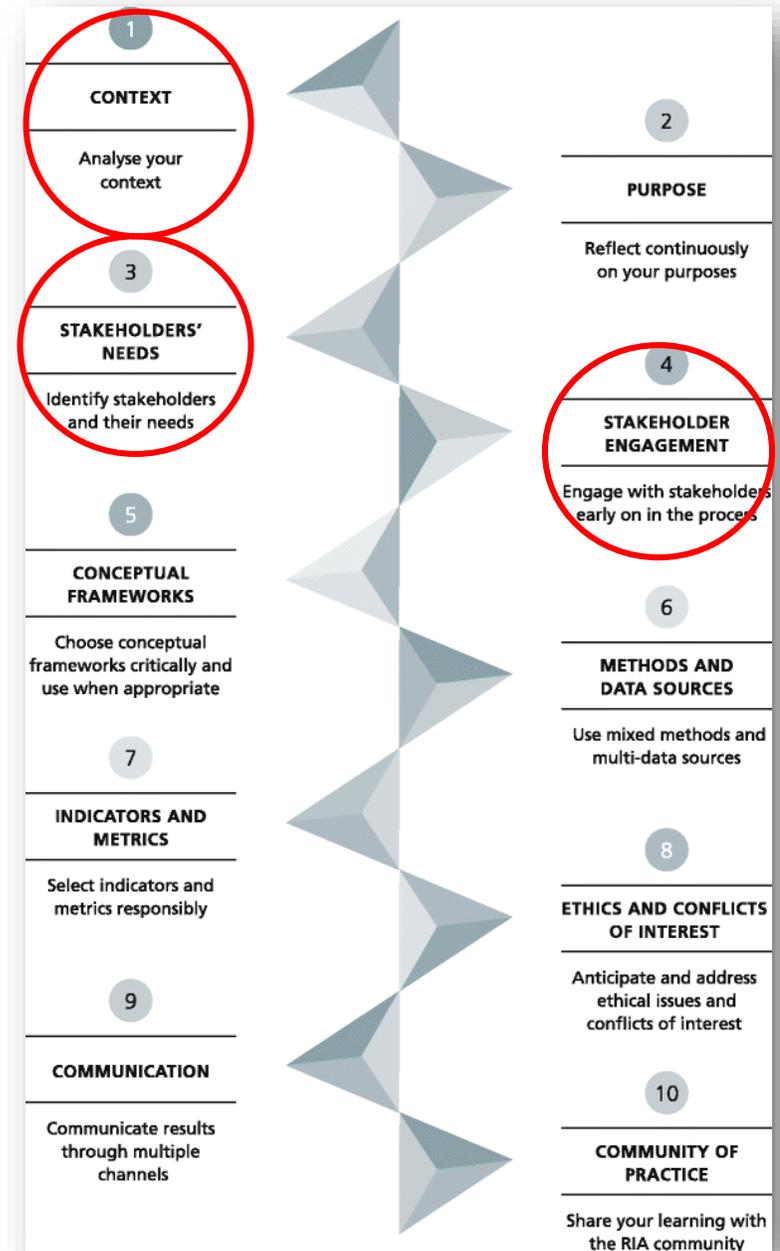>
> **Involve influencers before the research process occurs (training, motivation, etc)**

4. Stakeholders engagement

> **Create relationships of trust, generate the need, show the benefit and anticipate resistances**
>
> **Change management needs to be planned in anticipation.**
>
> **Don't let the change go alone –be supportive, anticipate, acknowledge the challanges and provide tools to make it through**

Spanish and Catalan context

- Scientific excellence-centered policy (and indicators)
- Uncertain political context and austerity measures
- Reactive, rather than pro-active tendency when it comes to new visions of science (RRI, Open Science, Impact, Integrity, Waste, etc.)
- Need to make the case for a pro-active orientation to impact in R+D policy
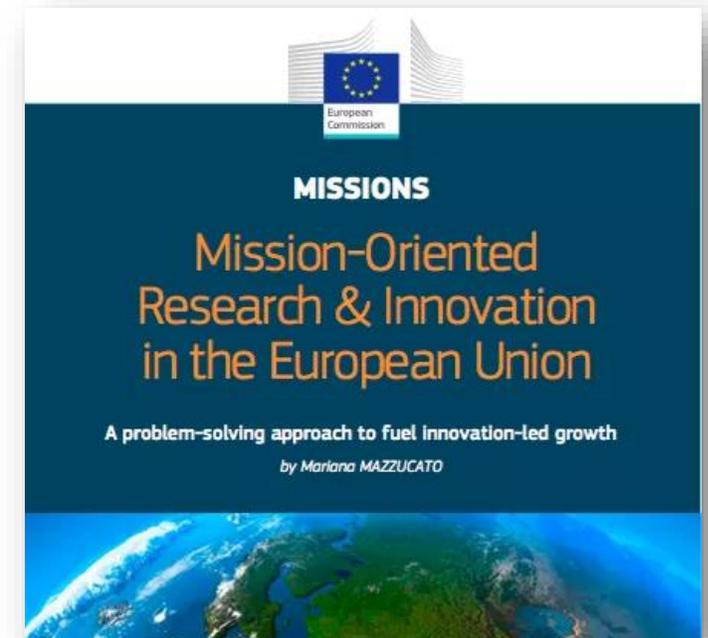
Why a research impact strategy?

Social contract of science and society

- Open science
- Responsible research and innovation
- Defined strategies
- Public investment (value for money)
- Co-resonsability
- Contribute to a better world
- Legitimacy

Practical reasons

- Funding agencies are increasingly interested in impact

European Commission

MISSIONS

Mission-Oriented Research & Innovation in the European Union

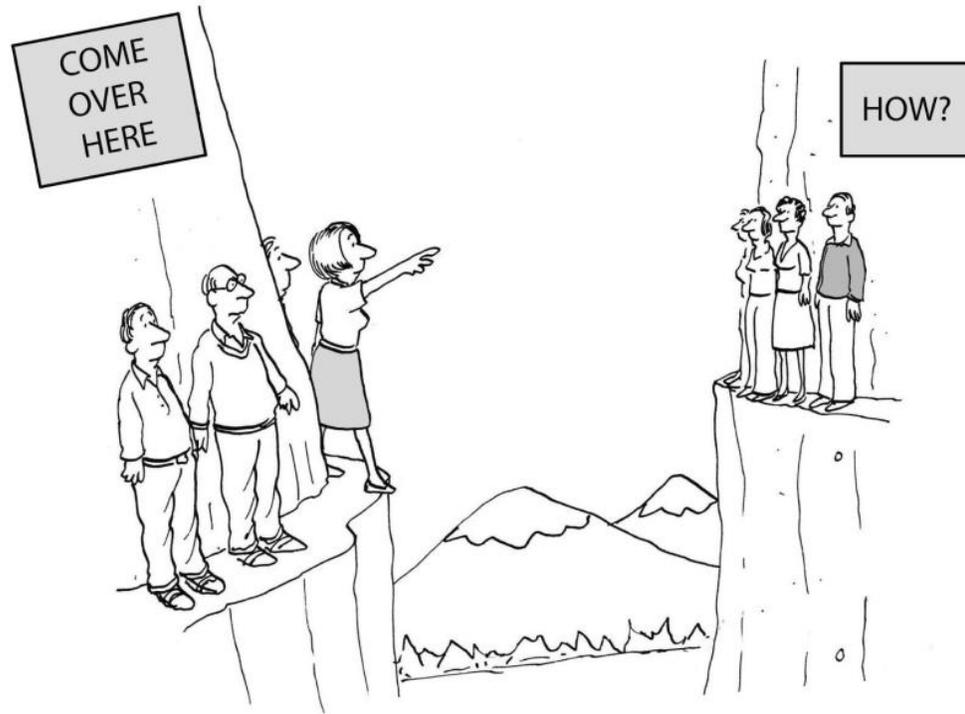A problem-solving approach to fuel innovation-led growth

by Mariana MAZZUCATO

What is needed?
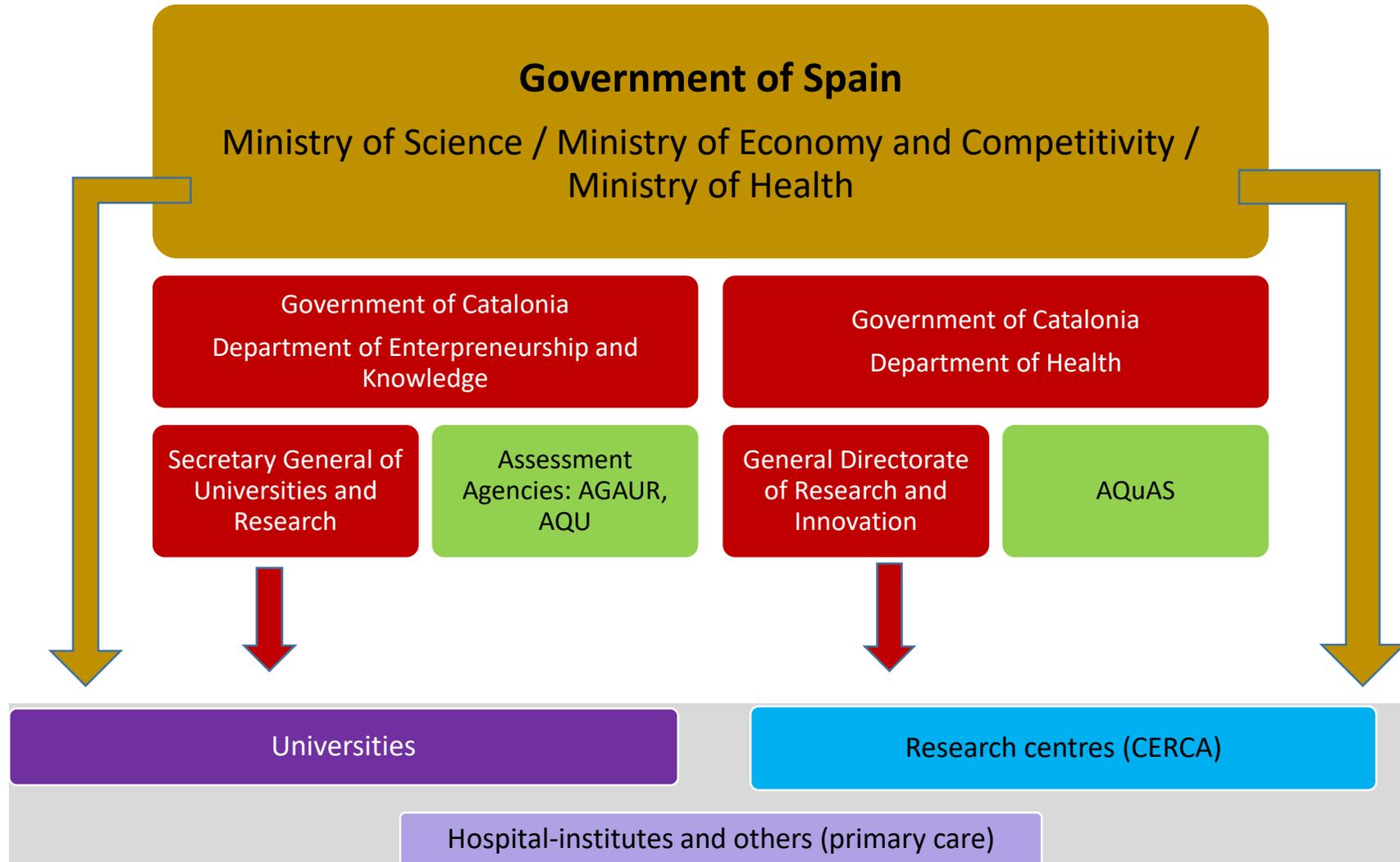# Key stakeholders need to think one extra mile

Theory of change: engaging stakeholders

Strategy implementation:
Who to engege?
how to engage?

Spanish and Catalan research system and stakeholders

Ongoing approaches to impact in Catalonia

RIACAT

- All sciences
- Shared agenda across policy-makers and assessment agencies
- Prepare / train researchers, universities and centres
- Early stages

SARIS

- Biomedical research
- Linked to a funding programme
- Stakeholder engagement in the center
- Lagging assessment combined with transformative assessment ('responsable Assessment')
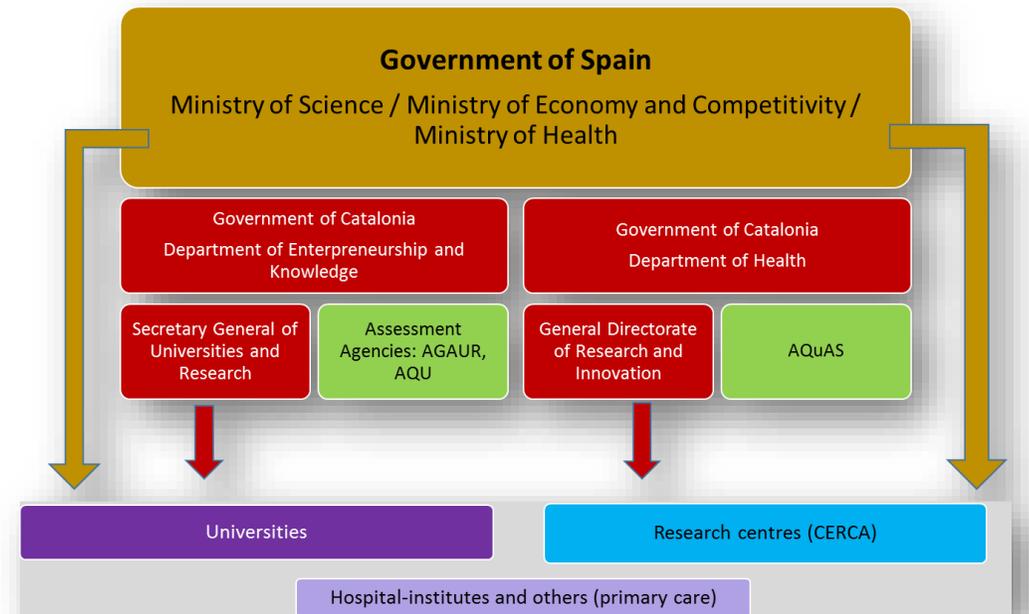
RIACAT – Participative research impact agenda for Catalonia

Objectives (for a change)

- To raise awareness of the need for an impact agenda for Catalonia

- To co-design the impact agenda for Catalonia

- To raise capacity among stakeholders
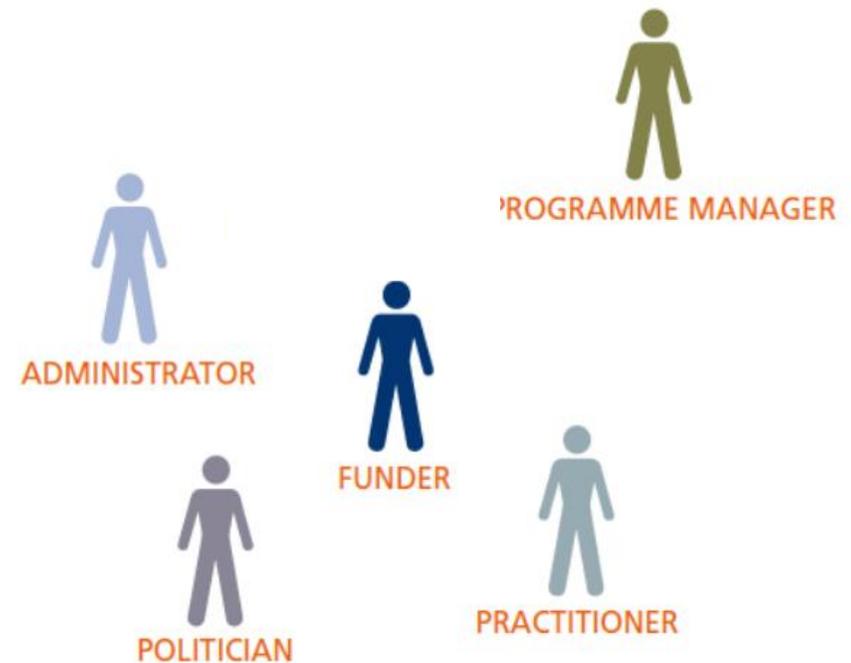
RIACAT agenda

1. Involve research planners and assessmentagencies (2018)

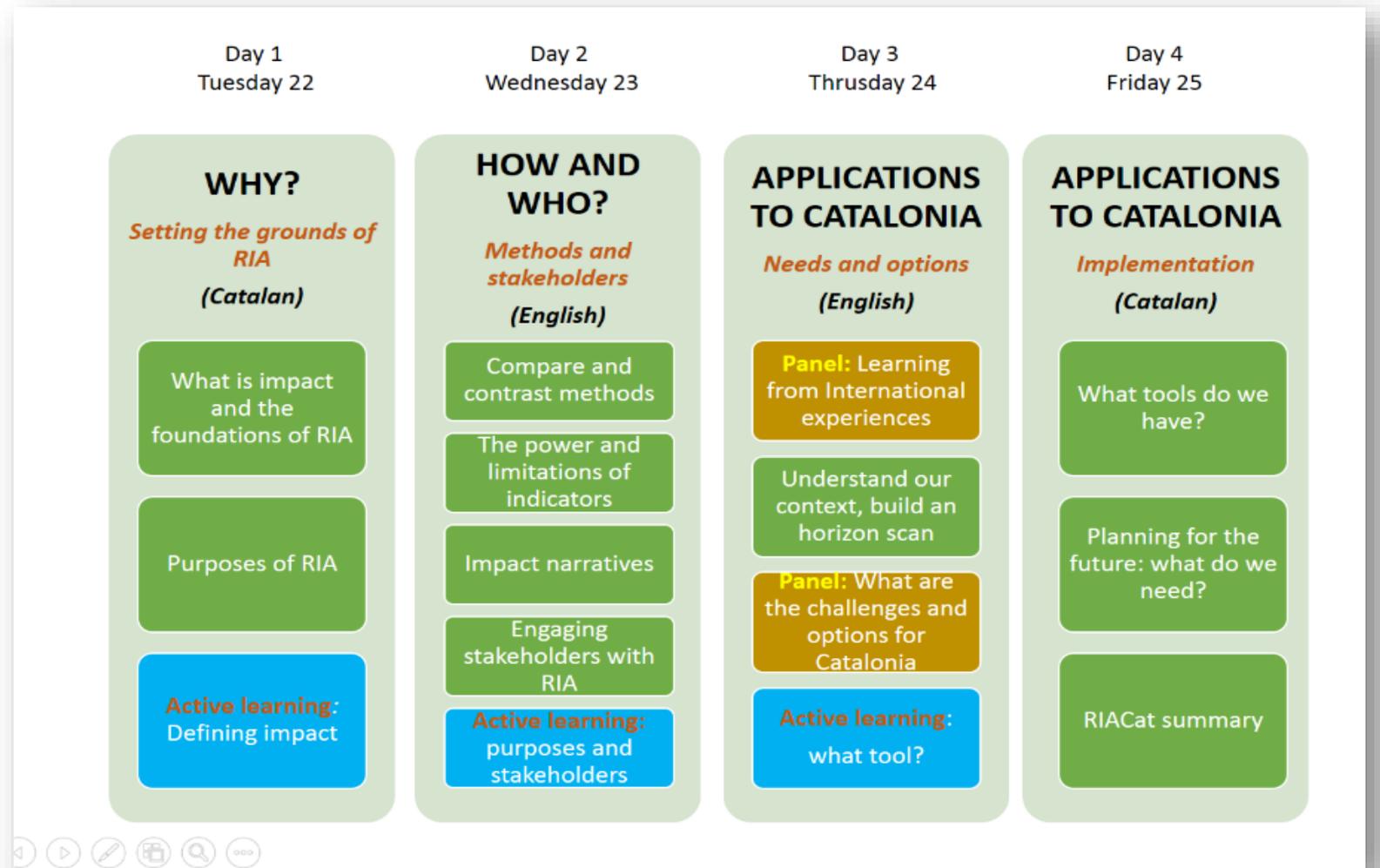2. Involve research –doers (2019)

3. Elaborate the tool

Group RIACAT 2018
With research planners and assessment agencies

- Put the stakeholders in the same page
- Identify needs and challenges
- Identify the PURPOSE
- Identify the best method

PROGRAMME MANAGER

ADMINISTRATOR

FUNDER

POLITICIAN

PRACTITIONER

RIACAT Seminar 2018

Day 1 Tuesday 22	Day 2 Wednesday 23	Day 3 Thrusday 24	Day 4 Friday 25
WHY? *Setting the grounds of RIA* (Catalan)	**HOW AND WHO?** *Methods and stakeholders* (English)	**APPLICATIONS TO CATALONIA** *Needs and options* (English)	**APPLICATIONS TO CATALONIA** *Implementation* (Catalan)
What is impact and the foundations of RIA	Compare and contrast methods	**Panel:** Learning from International experiences	What tools do we have?
Purposes of RIA	The power and limitations of indicators	Understand our context, build an horizon scan	Planning for the future: what do we need?
Active learning: Defining impact	Impact narratives	**Panel:** What are the challenges and options for Catalonia	RIACat summary
	Engaging stakeholders with RIA	**Active learning**: what tool?	
	Active learning: purposes and stakeholders		

The International School on Research Impact Assessment

www.theinternationalschoolonria.com

RIACAT Seminar: co-creation of an agenda

- Training based on materials from ISRIA (International School on Research Impact Assessment)

- Lessons from other International experieces

- Participatory outcomes:
  - Elaborate an Horizon Scan to understand the future
  - Elaborate a PESTLE analysis to understand the current context
  - Discussion on barriers and facilitarors for an impact agenda
  - Elaborate a DEFINITION of impact for Catalonia

Impact narratives: why being adopted in diferent contexts

- Address the 4 As (accountability, advocacy, analysis and allocation)
- Address many methodological challenges
- Address the FUTURE needs of many stakeholders
  - Powerful messages for policy makers and researchers
  - Illustrative for society
  - Oriented to new leaderships
  - Transformative for researchers
  - Sound support for policy-making
  - Empowers centers: Communication units
  - Readiness for being competitive in Horizon Europe
  - Sound support for cultural change for researchers

Impact Narrative Templates

Implementation strategies: lessons learned

	UK (REF) *Think big, start big, act slow*	Norway *Think big, start small, act fast*	Sweden *No clear strategy*
Approach			
Strategy	Very ambitious project with wide reach, systemic and across disciplines	Project of modest dimensions but with wide long term vision, combined with a thoughtful change management	Individual agendas, politisation and changes mid-way with insufficient justifications
Level	Public universities	Centres	Centres
Area of knowledge	All scientific disciplines	Humanities (progressively in other sciences)	Medical sciences
Change management			
Change in the assessment area	Large effort in developing and preparing an assessment system	Started small, also in the assessment approach	Change of approach in mid way
Change in the scientific community	Lower effort	Big effort. Solid, consistent and credible message to research community	Contradictory messages. Confusion generated
GLOBAL OUTCOME			
Global outcome	Successful assessment. Resistances from the research community Participative design for 2021	Successful assessment. Continuity ensured. Research community cooperative	Frustration and resistances

UK REF:
Think big, start big, act slow

Approach

- All universities
- All sciences

Change management

- Great effort on the assessment part
- Less effort on the cultural change for researchers

Outcome

- Assessment success
- Great complexity
- Strong resistances

Sweden:
No clear strategy

Approach
- Centers
- Medical sciences

Change management
- Changes during the process
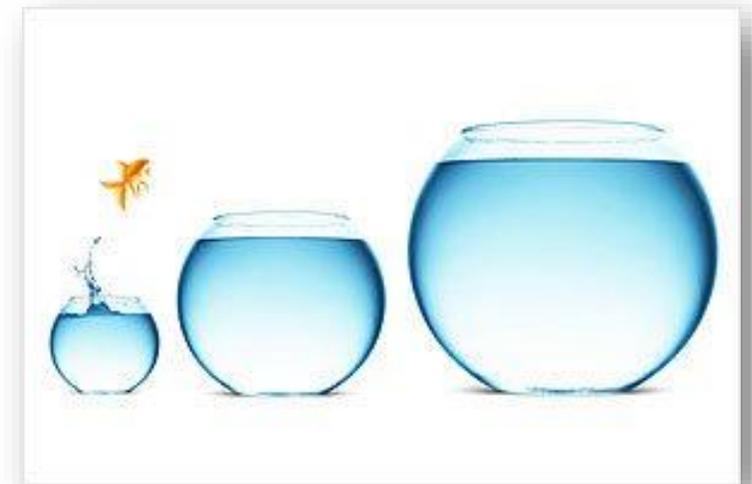- Contradictory messages to the research community

Outcome
- Assessment failure
- Resistances

Norway:
Think big, start small, take your time before start, act fast

Approach

- Centers
- Humanities

Change management

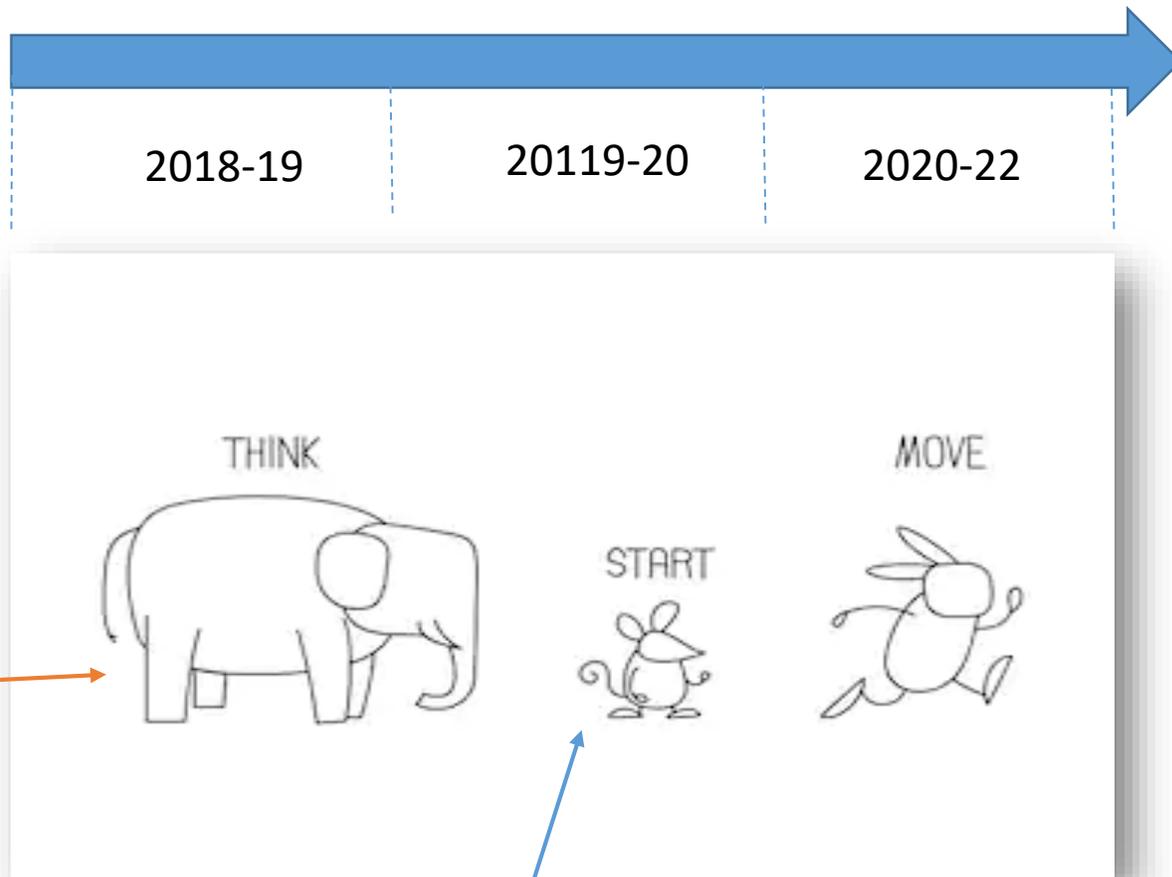- Assessment pilot (small scale)
- Effort on explaining the change

Outcome

- Assessment success
- Cooperation of the research community

Take your time before starting

RIACAT next steps

- Involve the scientific community
- Second RIACAT Seminar the research community
    - Directors / Deans / etc
    - Researchers
    - Communication units
    - Engagement units

Systemic vision
Involve the scientific community 'on board':
Definition of impact: consensus
Systemic approach
Clear purpose
Clear definition of assessment criteria
Systemic capacity
Planning the change
Coordinated agenda

2018-19   20119-20   2020-22

THINK   START   MOVE

Pilot
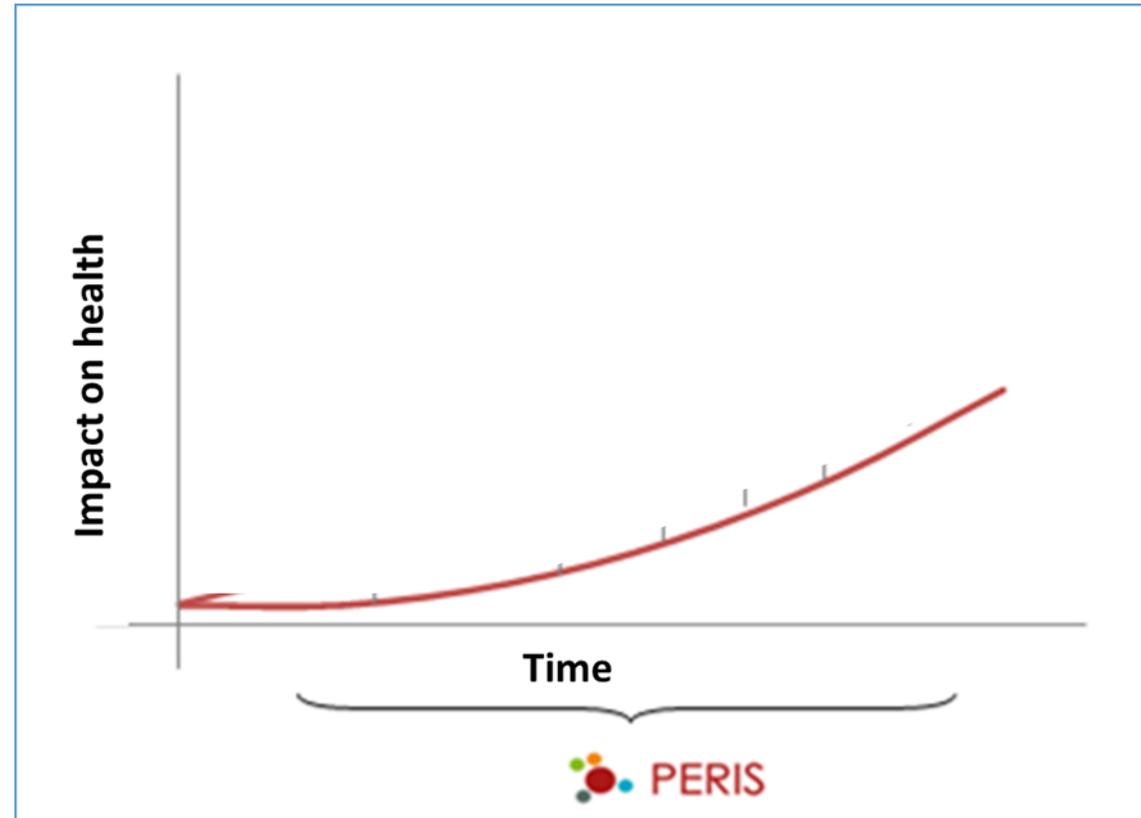CERCA centers
'Take your time before starting'

Next steps need to be coordinated with the initiated move

SARIS – Assessment System of Health Research in Catalonia

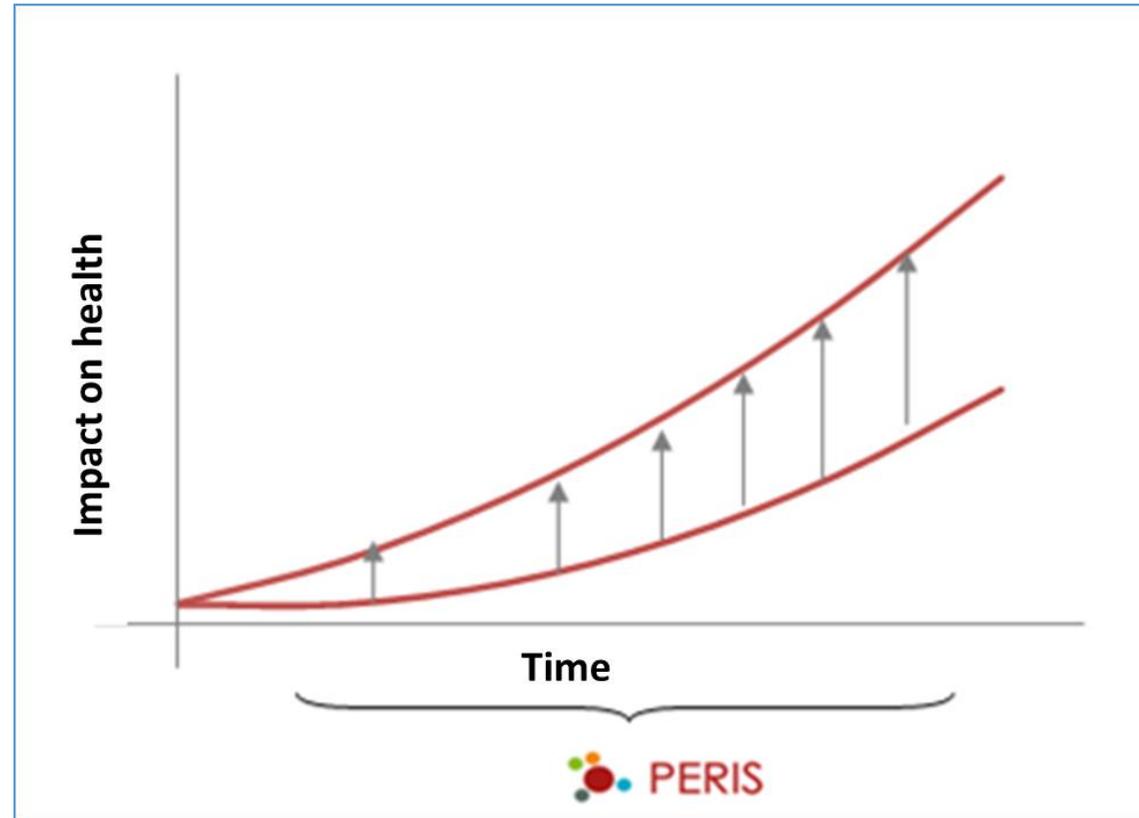# Health Research Plan (PERIS) 2016-20

- PERIS is part of the Health Plan: 'research at the core of health policy'

- Funding streams:
  - Research on nursery care
  - Research on primary care
  - Research on mental Health
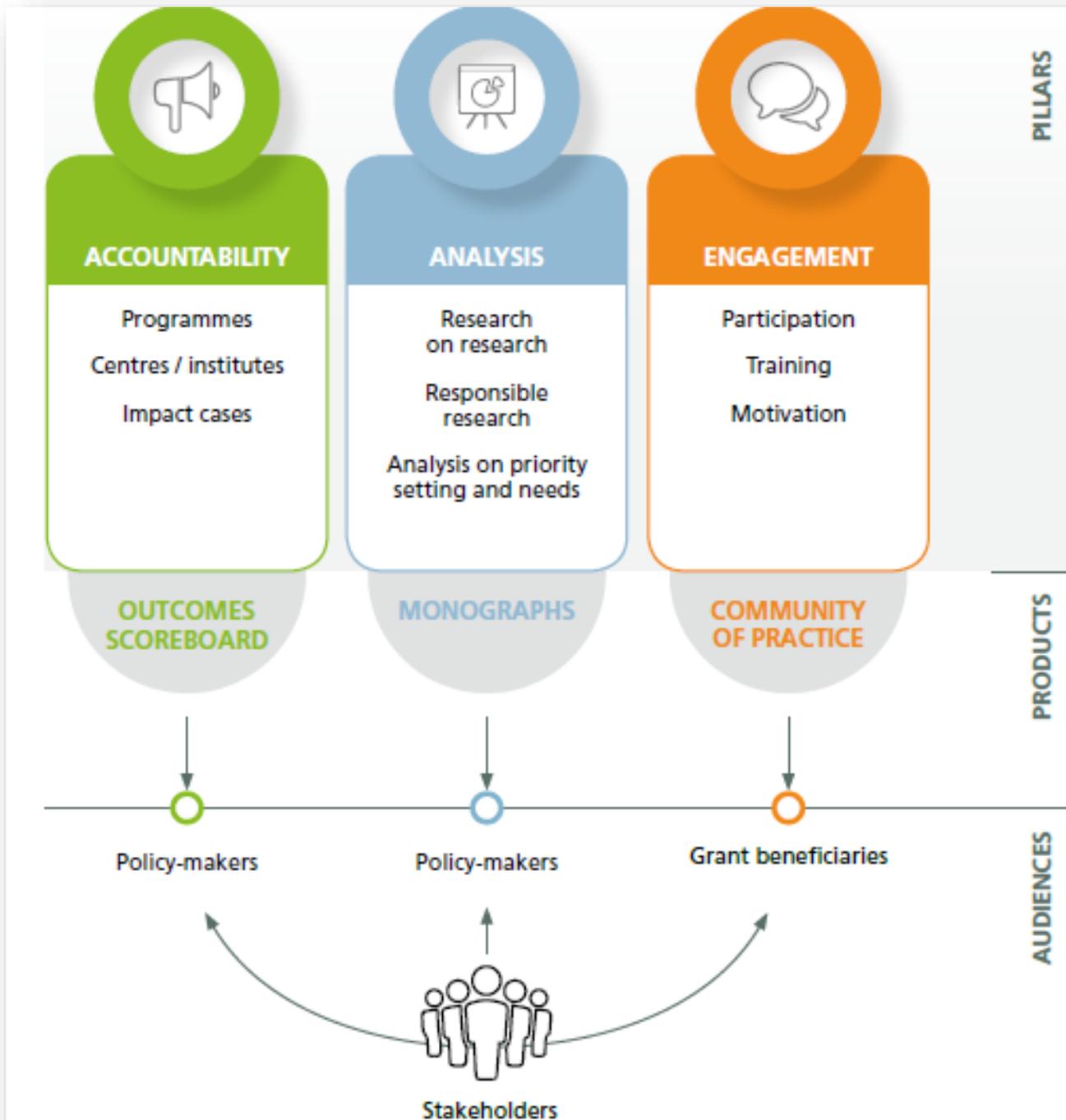 - Post-doc scientists
  - Etc

SARIS – Assessment System of Health Sciences in Catalonia

How can SARIS engage in enhancing research impact?

- Retrospective accountability
- Ongoing analysis
- Ongoing engagement with stakeholdetrs and PERIS beneficiares to promote impact

SARIS – pillars, products and audiences

Examples of how SARIS manages changes through the 3 pillars

- combining both a lagging and leading approach

CHANGES WANTED:

1. Nursery research

2. Primary care research

3. Patients engagement in research
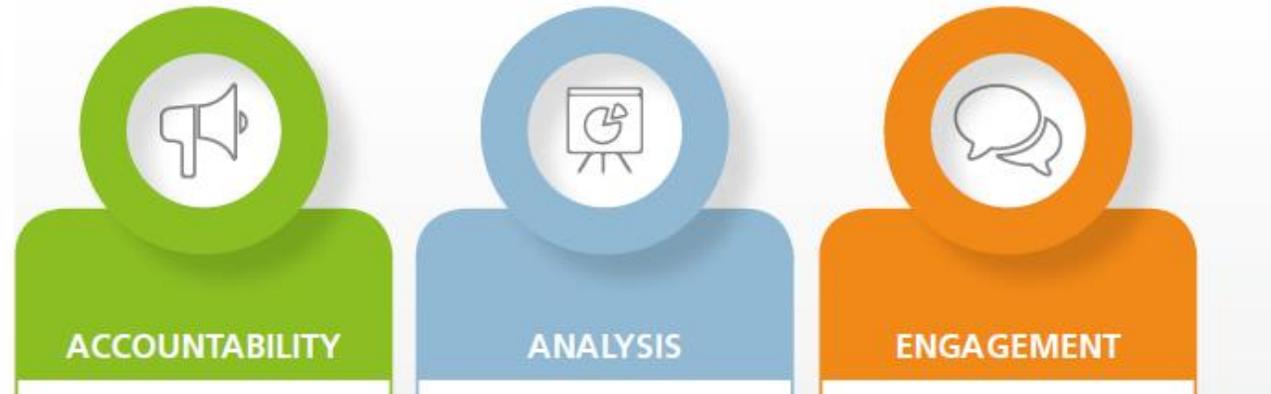
4. Gender leadership in research

Change 1: nursing research

- We knew what change we wanted

- What SARIS could do?
  - **Advocacy** to promote sustainability of the new funding stream (changes need sustained funding)
  - **Accountability** to demnostrate investint in nursing research was a good thing
  - **Empowerment** of nursing researchers
  - **Capacity Building** (not only on research) on impact for the Health system
    - Stakeholders analysis
    - Communication to stakeholders
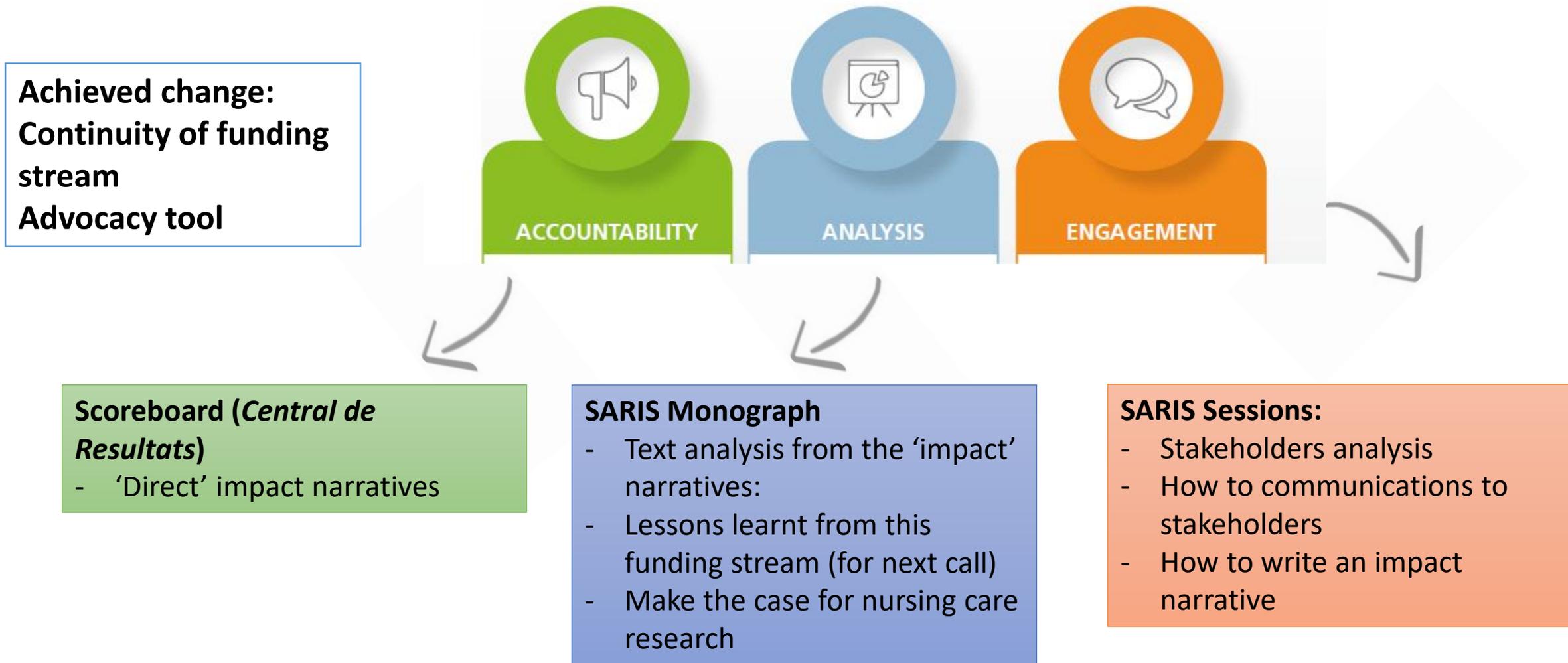   - Impact narratives

Change 1: nursing research

We knew the needed change:

-> NEED ADVOCACY AND TRAINING
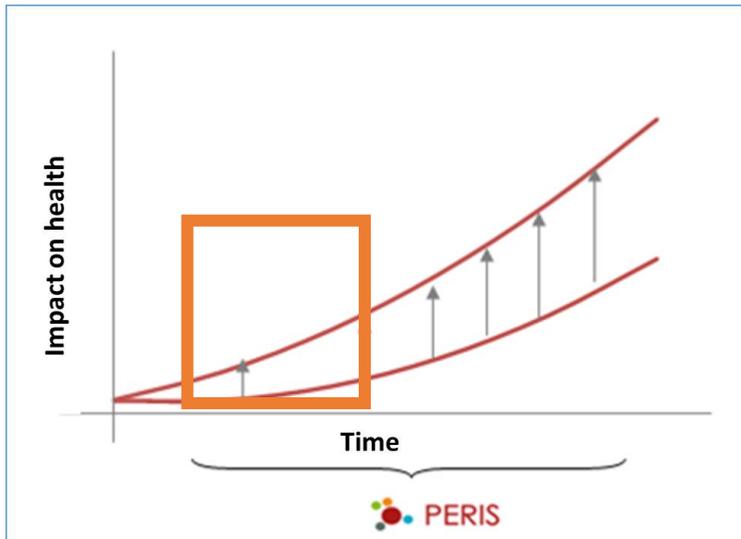
Change 1: nursing research case

Achieved change:
Continuity of funding stream
Advocacy tool

ACCOUNTABILITY

ANALYSIS

ENGAGEMENT

Scoreboard (*Central de Resultats*)
- 'Direct' impact narratives

SARIS Monograph
- Text analysis from the 'impact' narratives:
- Lessons learnt from this funding stream (for next call)
- Make the case for nursing care research

SARIS Sessions:
- Stakeholders analysis
- How to communications to stakeholders
- How to write an impact narrative

Change 2: Impact of primary care research projects

Context:
Still ongoing
(2nd year)

- We knew what change we wanted

- What SARIS could do?
  - **Empowerment** of nursing researchers
  - **Capacity Building** (not only on research) on impact for the Health system
    - Stakeholders analysis
    - Communication to stakeholders
    - Impact narratives

Change 2: Impact of primary care research projects

ACCOUNTABILITY ANALYSIS ENGAGEMENT

SARIS Sessions:
- **Participatory Impact Pathway Approach PIPA**

Change 3: patient engagement in research

- We DID NOT KNOW what change we wanted
- What SARIS could do?

  - Engage stakeholders in
    - Understanding the needs
    - Define actions for AQuAS to take in suport of a PPI agenda

Change 3: patient engagement in research

From measuring engagement to engaging in engagement

SARIS Monographs
- Literature review of indicators
- Focus grous to understand current state of the art
- Identify barriers and challenges
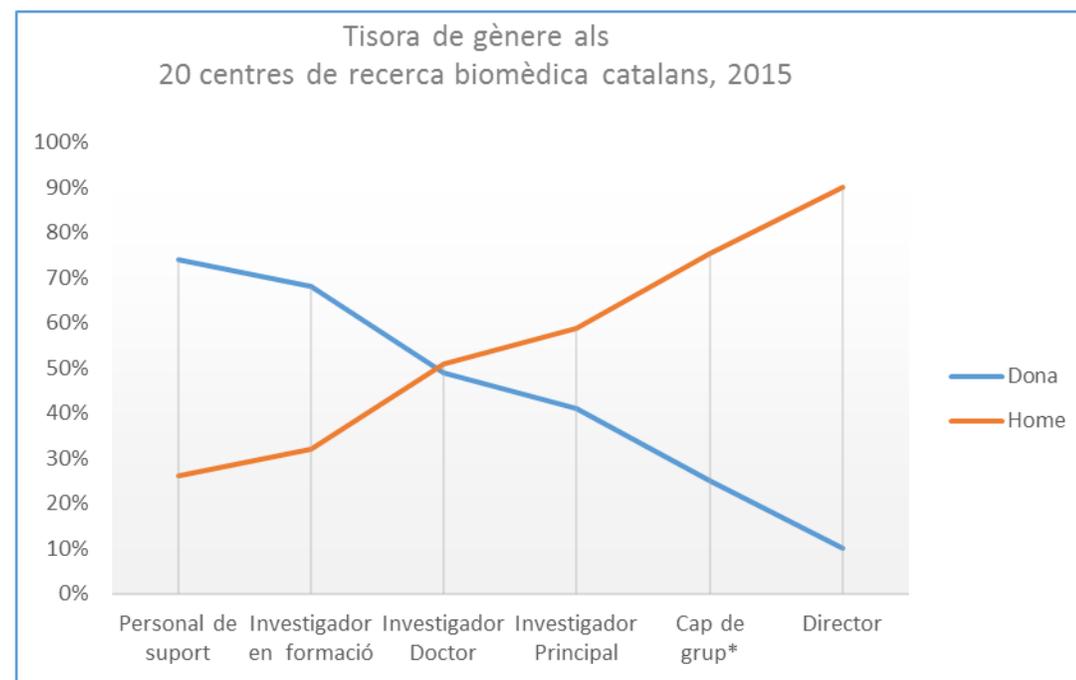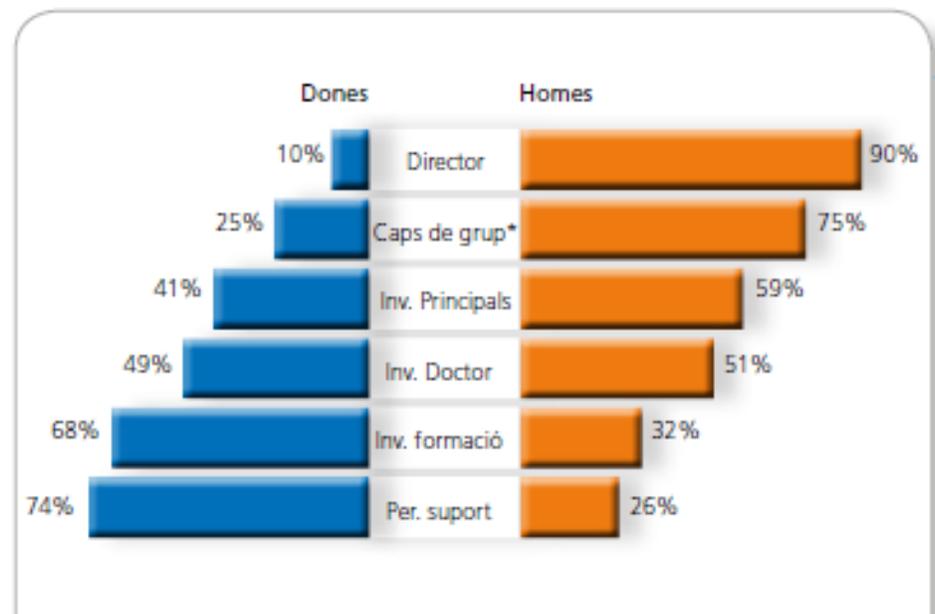
Reports in English!

SARIS Sessions:
- Co-design of events in each hospital centre
- Identify best practices
- Recruit campions
- Involve champions in expert panels

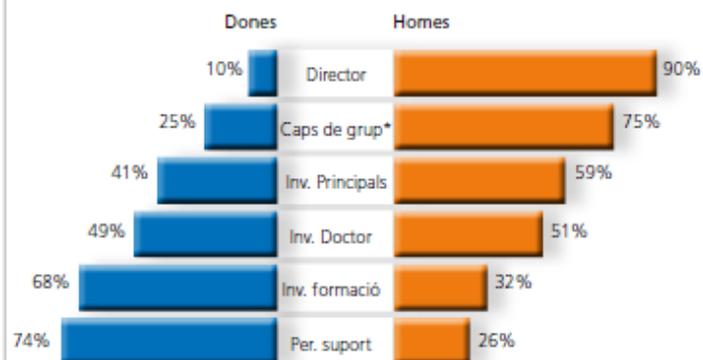Fundación Bancaria "la Caixa"

Change 4: Female leadership in research

Change: close the gender scissors in science

Theory of change: Female leadership in research

Motivation and context:

	Dones		Homes
Director	10%		90%
Caps de grup*	25%		75%
Inv. Principals	41%		59%
Inv. Doctor	49%		51%
Inv. formació	68%		32%
Per. suport	74%		26%

ACCOUNTABILITY **ANALYSIS** **ENGAGEMENT**

Monograph on female leadership

Session with leaders to discuss
- What are we missing?
- What might the System change?
- What might men change?
- What might women change?

Thank you