

**The International School**  
on Research Impact Assessment

# Application in Practice: Accountability

**Kathryn Graham**

Alberta Innovates Health Solutions

Organised by:



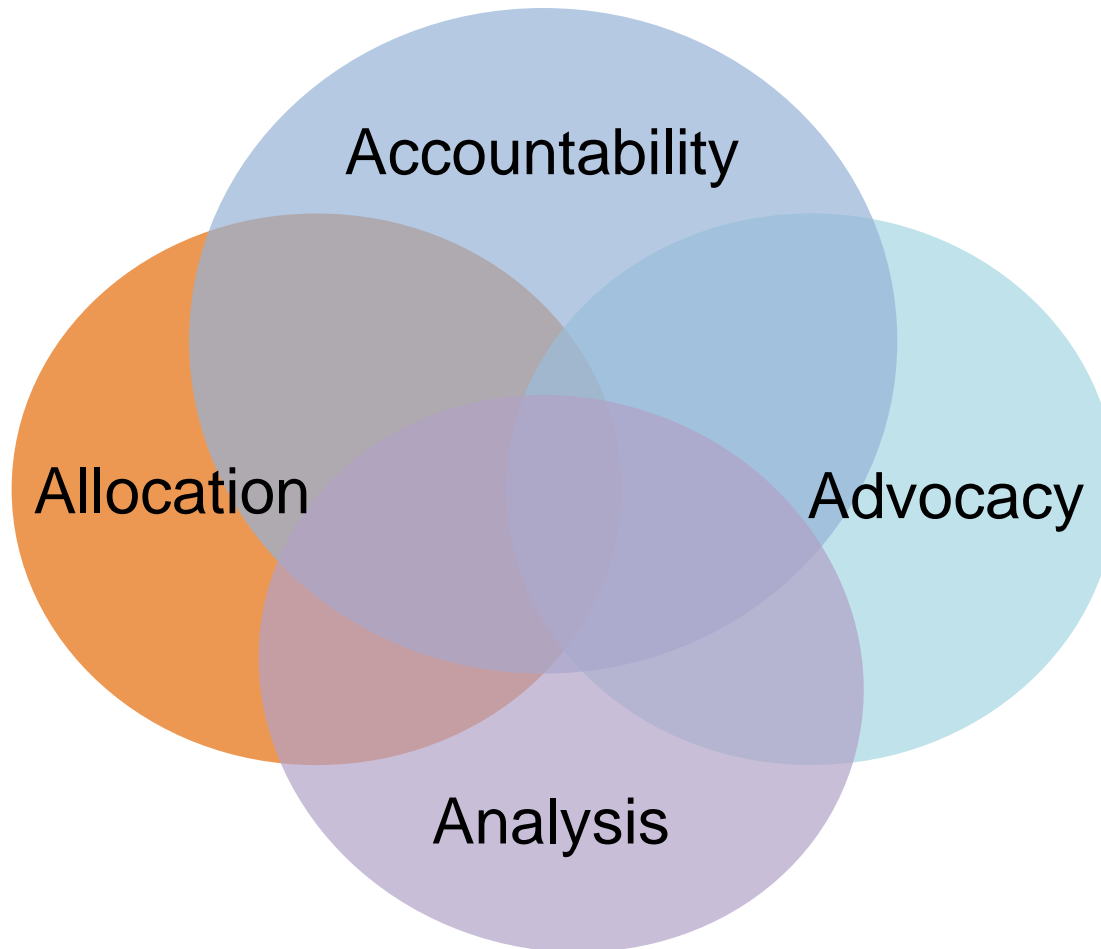


# Contents

- Learning Objectives
  - Understand how assessment purpose influences implementation choices
  - Illustrate 3 examples of accountability
- Key Messages
  - Accountability requires evidence and results
  - Strategy and mission focuses measurement on key elements
  - Move to shared measurement



# Assessment Purposes





# Accountability defined

*“to show that money and other resources have been used efficiently and effectively, and to hold [researchers] to account”*





# Accountability characteristics

Evidence

Objective

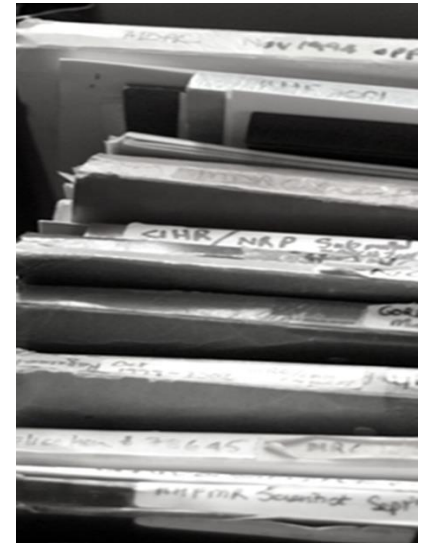
Comparisons

Transparent



# Canadian context

- Purposes
  - Accountability through public reporting on results
- Link to Value for Money
  - Relevance + Performance
- Reporting
  - Transparency





# Accountable to whom?

- Ourselves
- Funders
- Public
- Research Community
- Health system and patients



*Cecile Comeau, cancer survivor*



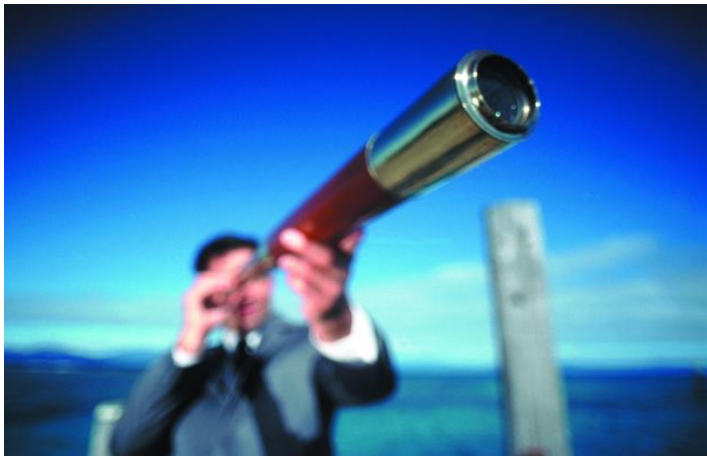
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# Mission driven assessment

## **AIHS Vision**

Transform Health and Well-Being Through  
Research and Innovation



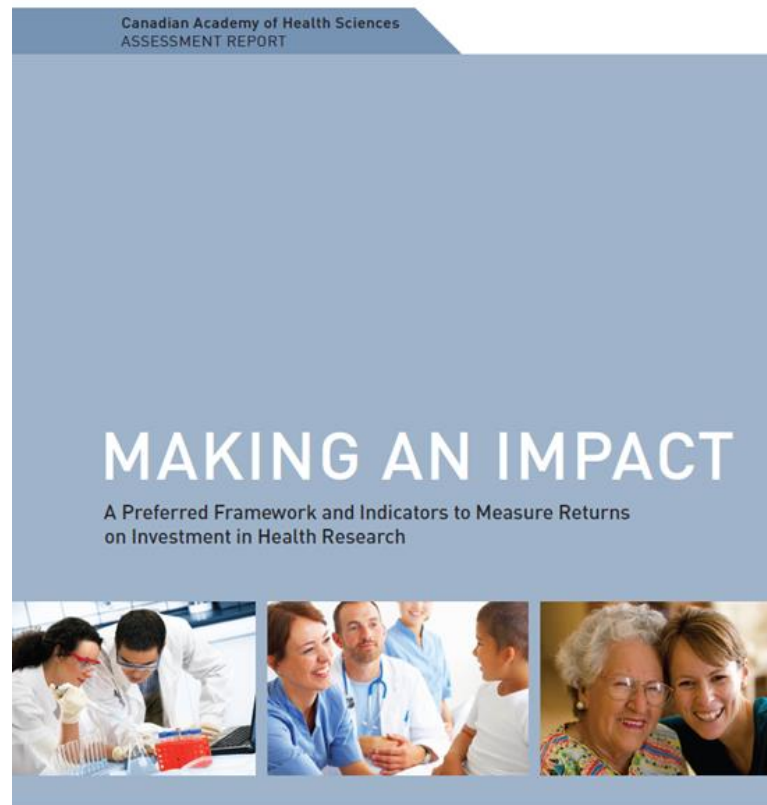




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# Conceptual Framework: CAHS



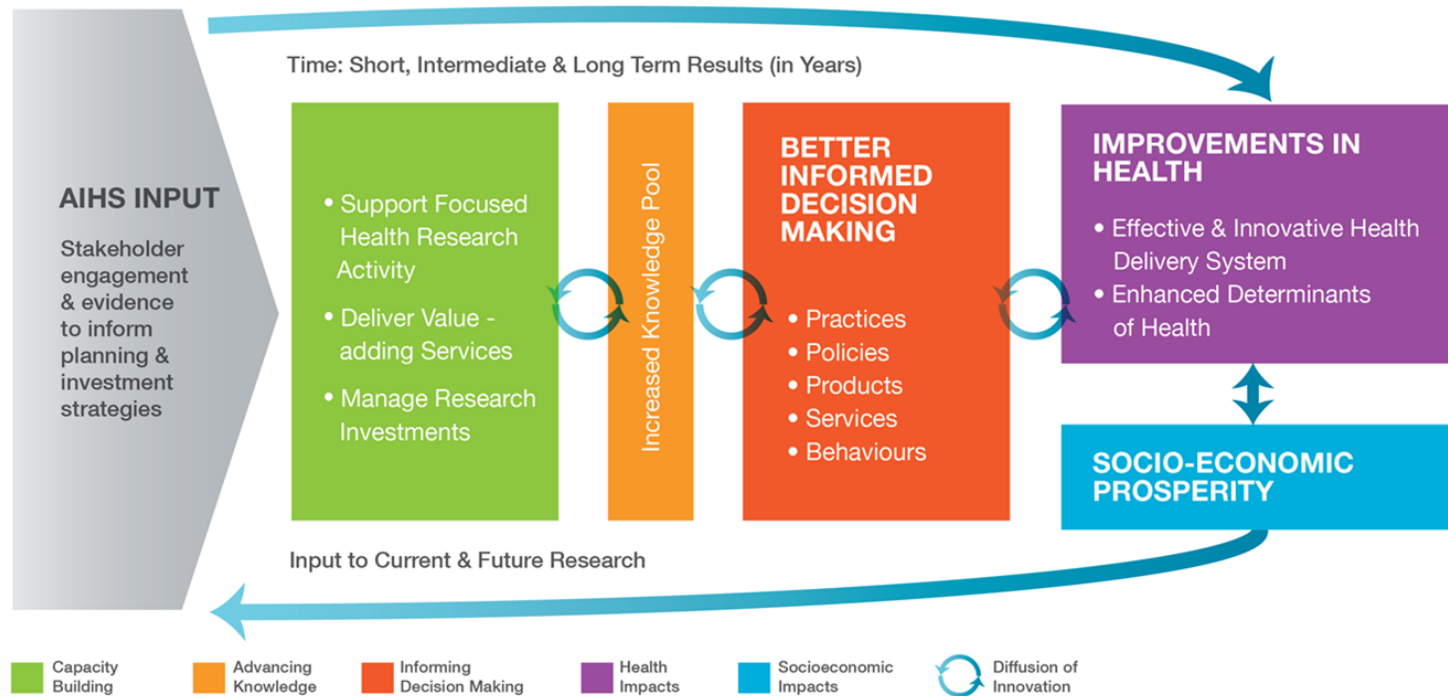
Report of the Panel on the Return on Investments in Health Research  
January 2009





# AIHS Research to Impact Framework

## AIHS Mission & Vision



Routine Monitoring and Evaluation



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# **EXAMPLE 1: IS THE ORGANIZATION ACHIEVING ITS STRATEGIC OBJECTIVES AND OUTCOMES?**





# Co-development & rapid approach

## 1. AIHS Organizational Performance

### Tool

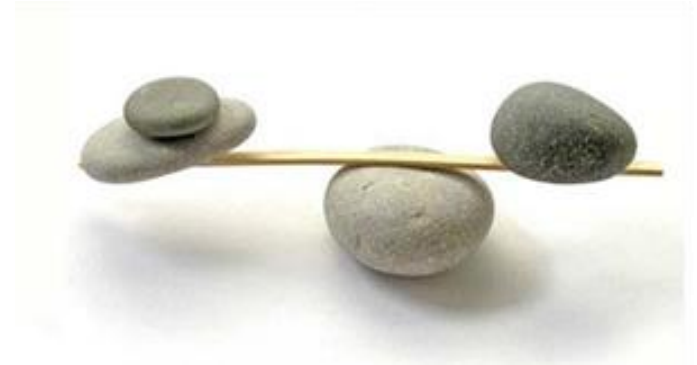
- Balanced Scorecard

### Primary method/data sources

- Data mining
- Document review

### # Impact categories and indicators

- 4 impacts, 15 indicators





# Co-development & rapid approach

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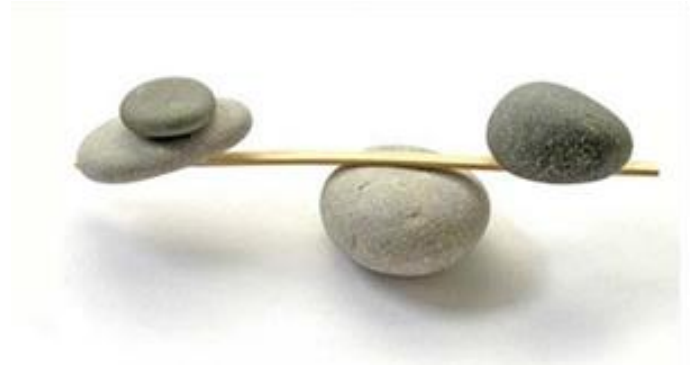
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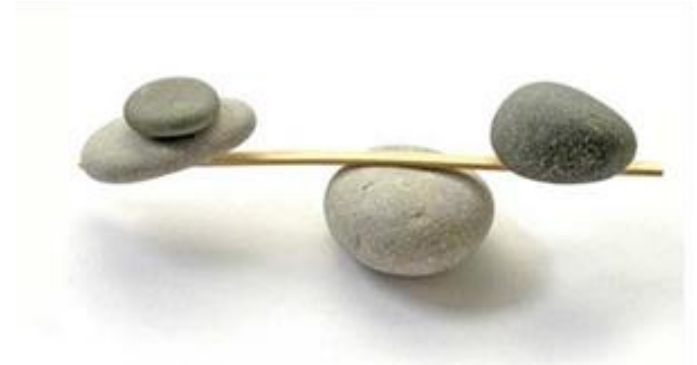
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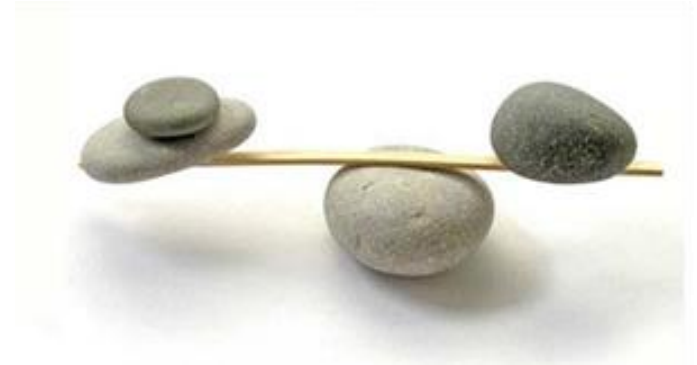
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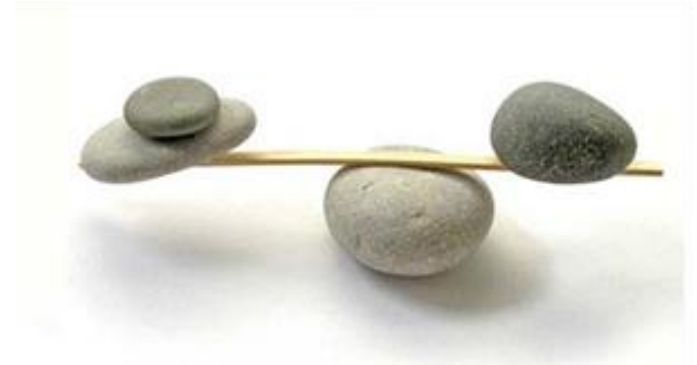
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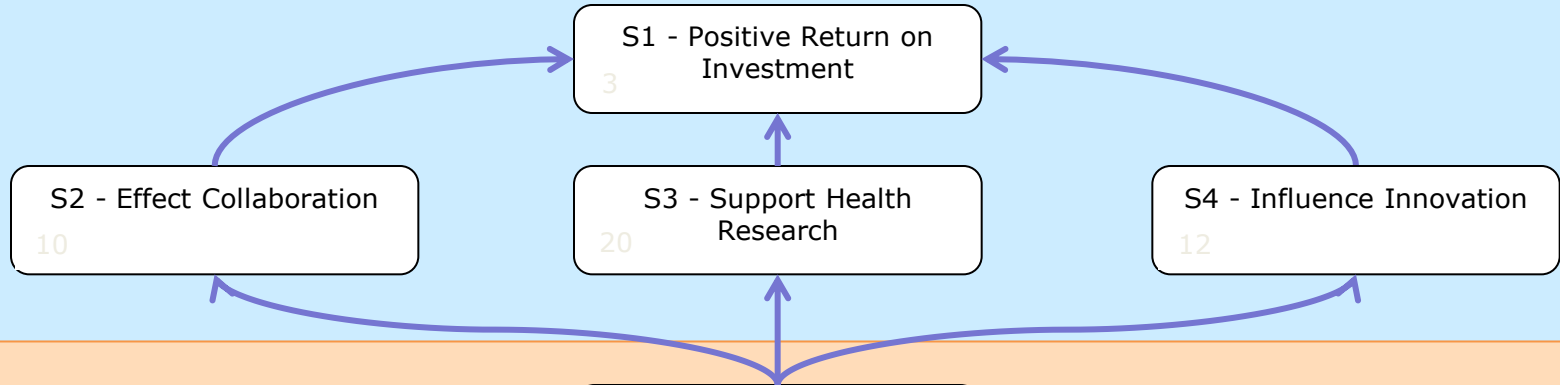
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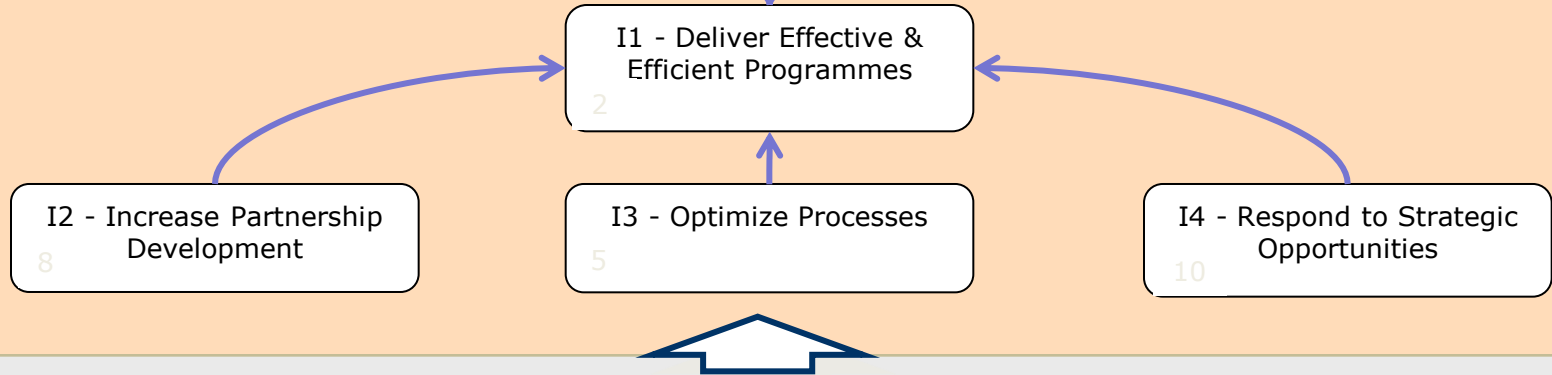




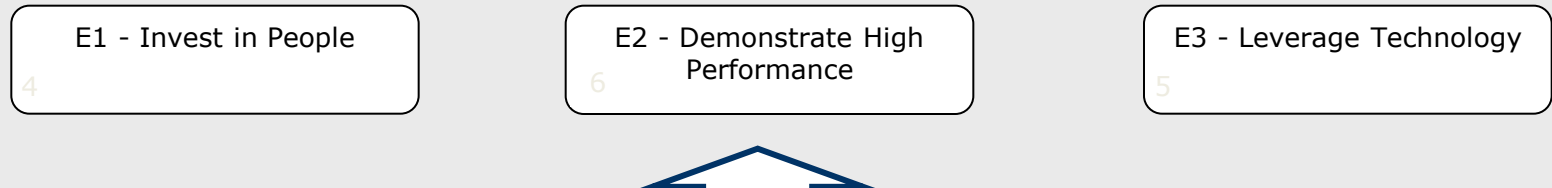
STAKEHOLDER



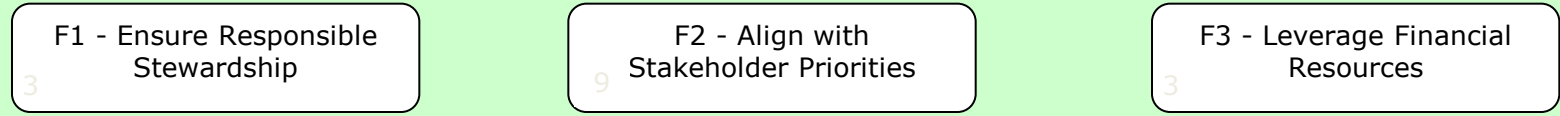
INTERNAL



ENABLERS



FINANCIAL





# Dashboard



Variance to budget within 5%





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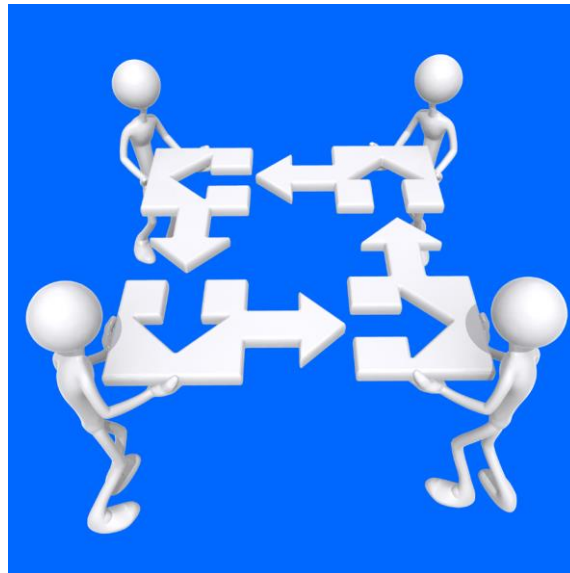
# **EXAMPLE 2: IS THE PROGRAMME ON TRACK FOR ACHIEVING ITS GOALS?**





# ITGP (Interdisciplinary Teams Grant Programme)

- A five year, \$50 million funding programme that supports 10 interdisciplinary teams.





# Participative & phased approach

## 2. Interdisciplinary Team Grants Programme

### Primary Tool

- Logic Model

### Primary method/data sources

- Data mining
- Research reports
- Surveys/interviews

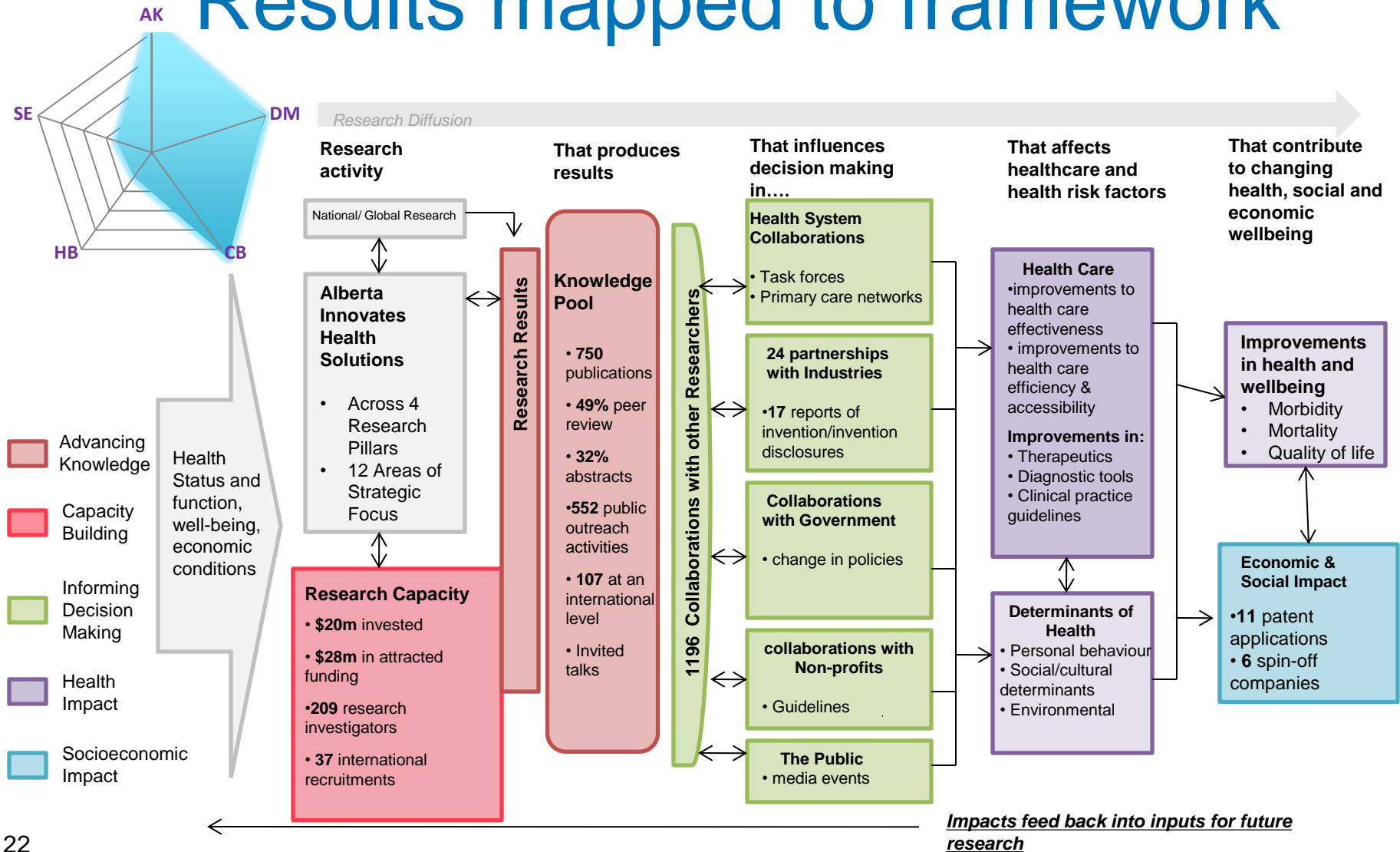
### # Impact categories and indicators

- 5 impacts, over 70 indicators





# Results mapped to framework



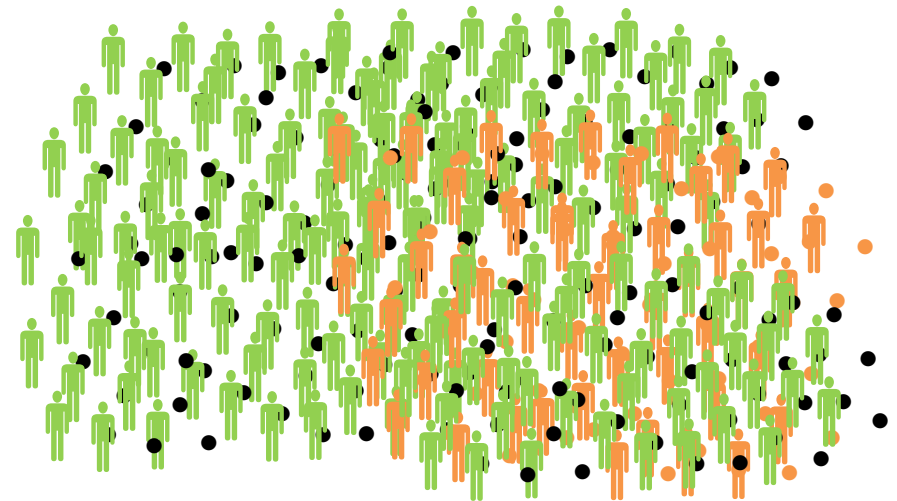


# Capacity: Highly skilled people

AIHS supported highly skilled people:

**~155 full time staff**

**~40% trainees**



Collaborations:

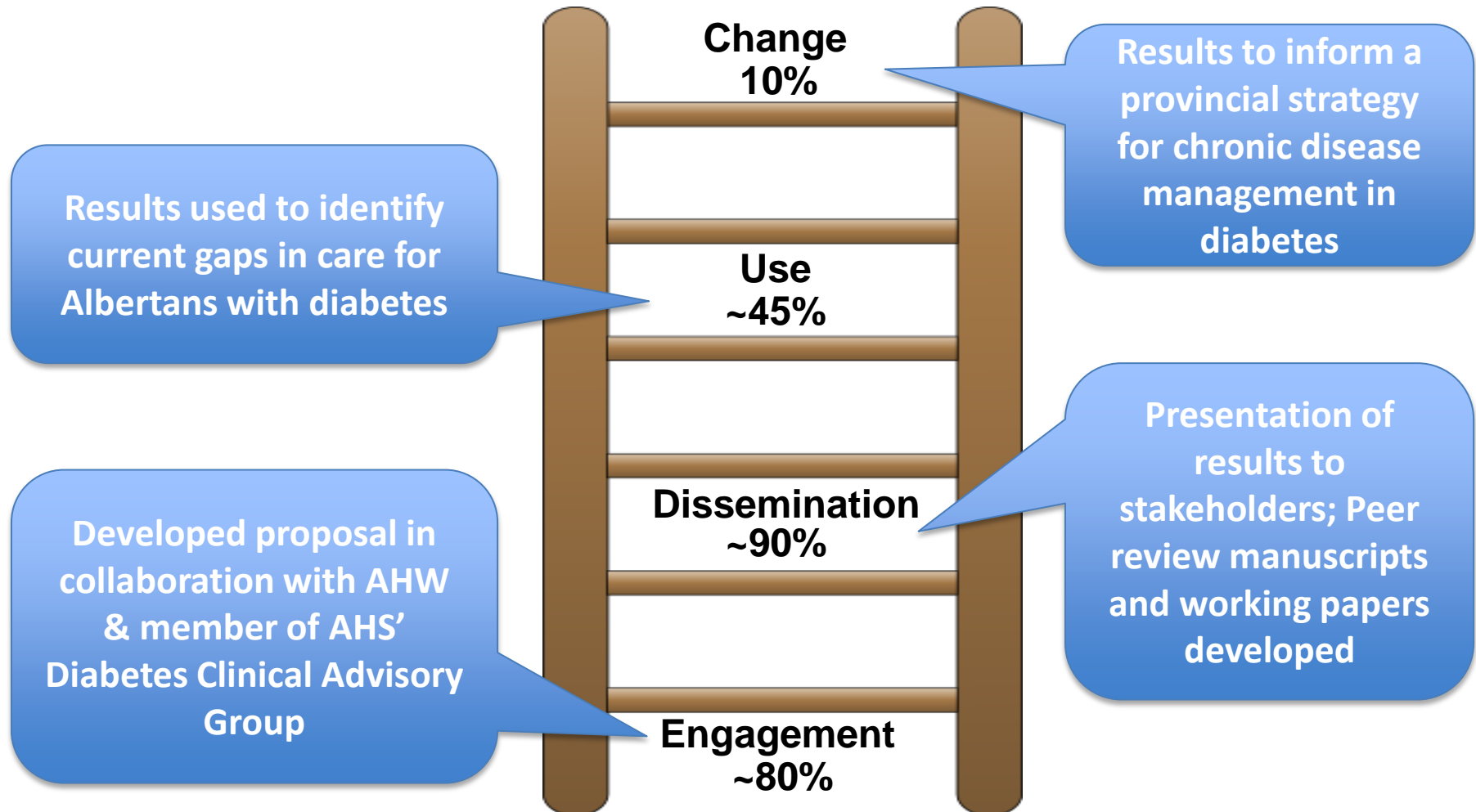
**Over 180 collaborations**

**~22% international**





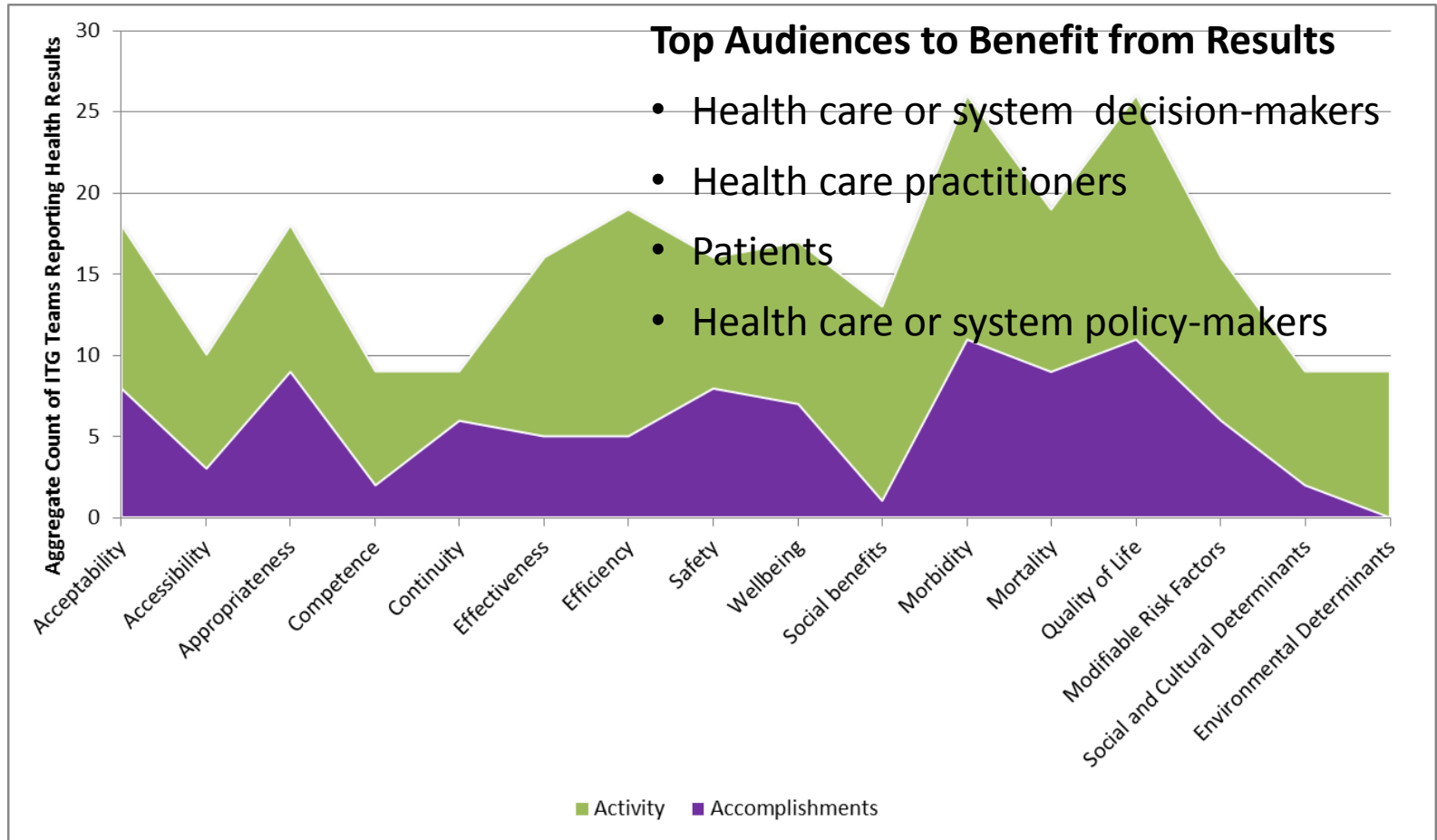
# Informing decision making







# Research to health benefit





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# **EXAMPLE 3: HOW DOES THE PROVINCE COMPARE IN ADVANCING KNOWLEDGE IMPACT**





# Partnered & standard approach

## 3. Benchmarking comparisons

### Unit of assessment

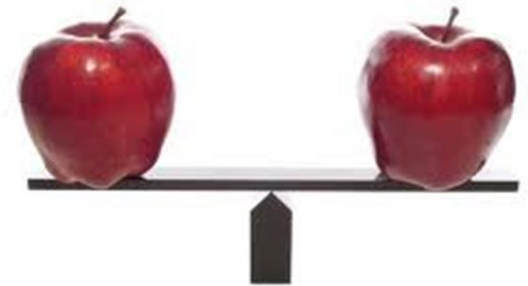
- Provincial
- National
- International

### Primary method/data sources

- Bibliometrics

### # Impact categories and indicators

- 1 advancing knowledge impact, 11 indicators





# Application of Framework: Advancing Knowledge

## Advancing Knowledge Impact

### Activity

- Publications:
  - Per capita (1997; 2007)
  - Per \$GERD (1997; 2006)
  - Fold Increase (FI)

### Contextual & Structural

- Specialization Index (SI)

### Quality

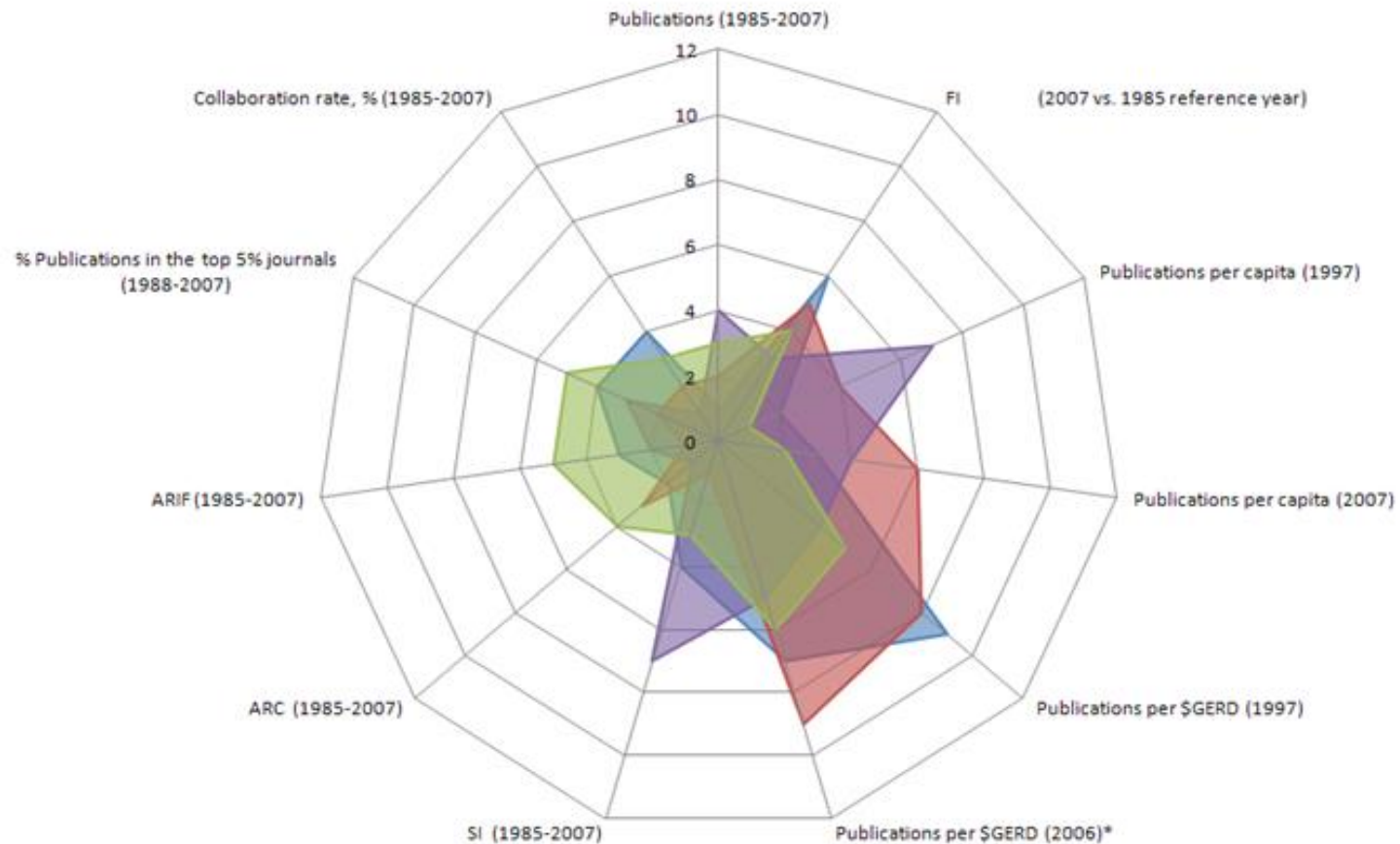
- Average Relative Citations (ARC)
- Average Relative Impact Factor (ARIF)
- Publications in top 5% Journals

### Outreach

- Collaboration Rate:
  - International
  - Interprovincial
  - Academic/ Non-Academic



# Bibliometric results





# Lessons Learnt

- Comprehensive approach
- Change management & leadership
- Rapid development and systematic
- Measurement challenges
- Next steps: shared measurement





## Further reading

- Graham, K.E.R., et al. (2012). Evaluating health research impact: Development and implementation of the Alberta Innovates – Health Solutions impact framework. *Research Evaluation*. 21(5): 354-367 <http://rev.oxfordjournals.org/content/early/2012/11/14/reseval.rvs027>
- Kaplan R, Norton D. *The Balanced Scorecard: Translating Strategy into Action*. Boston, MA: Harvard Business School Press; 1996.
- Treasury Board of Canada Secretariat. *Standard on Evaluation for the Government of Canada* <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=15688>

