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Developing effective impact narratives

Jonathan Grant & Alexandra Pollitt

King's College London

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Learning outcomes

- Understand how to develop an impact narrative
- Develop approaches to improve your communication skills





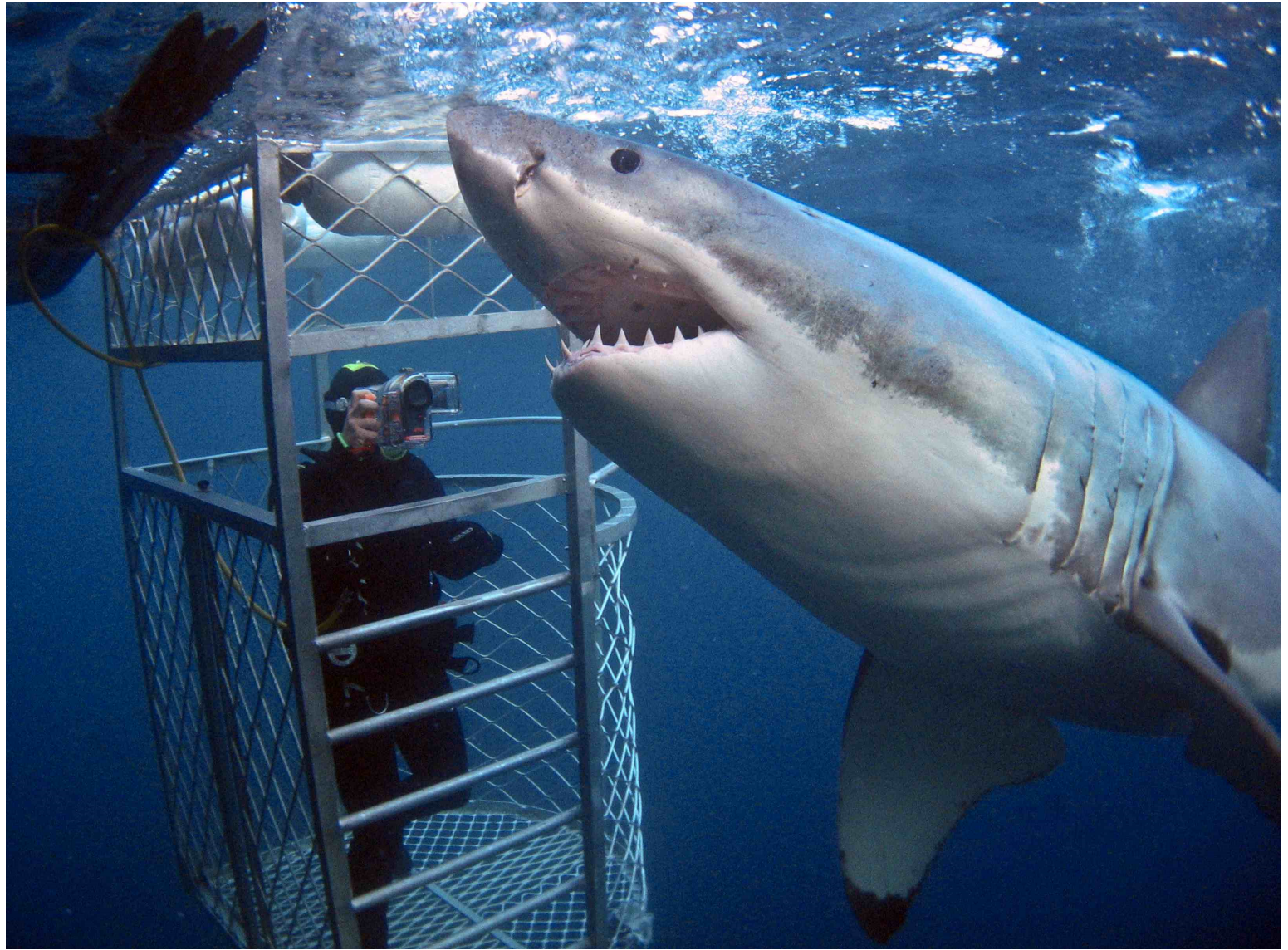
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Attention



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Trust



Perspective

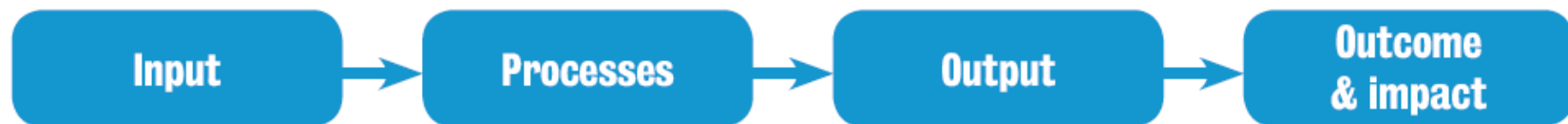


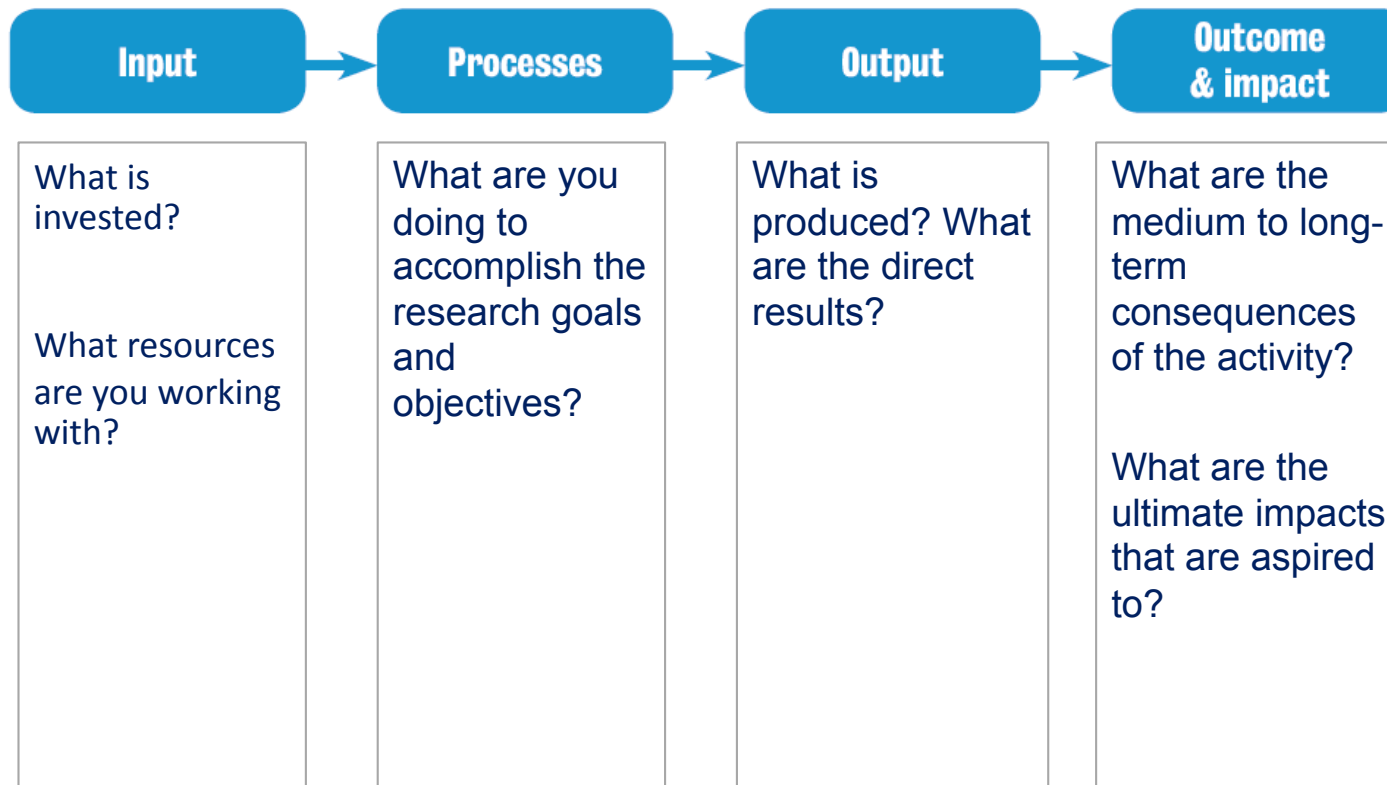
What needs to be in an impact narrative?



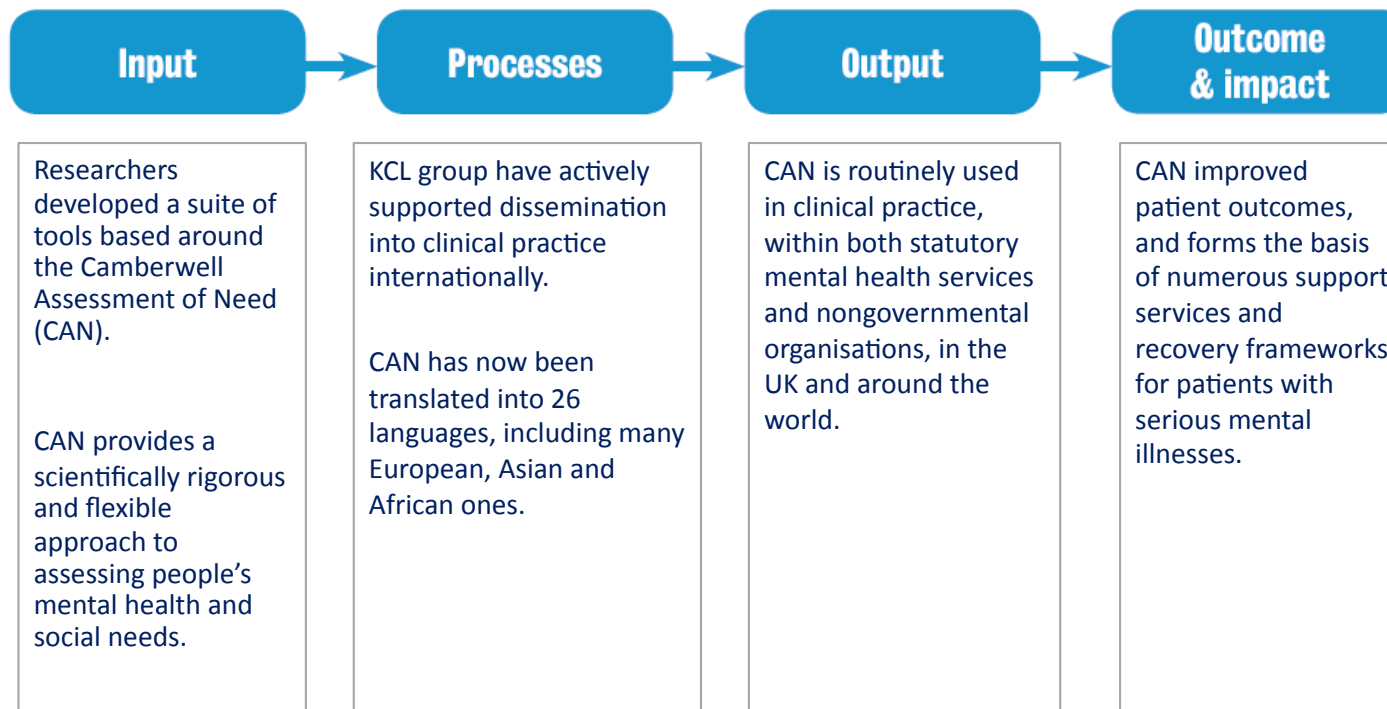
Developing the causal chain – back to your impact pathway (logic model)

- Used to understand input-process-output relationships
- Useful in breaking down research programmes to understand where and how impact may have, or might, occur
- Useful in identifying ‘contribution story’ of the research to impact





Impact pathway 1



Impact narrative 1

Researchers at King's College London (KCL) developed and disseminated a suite of tools based around the Camberwell Assessment of Need (CAN). CAN provides a scientifically rigorous and flexible approach to assessing people's mental health and social needs.

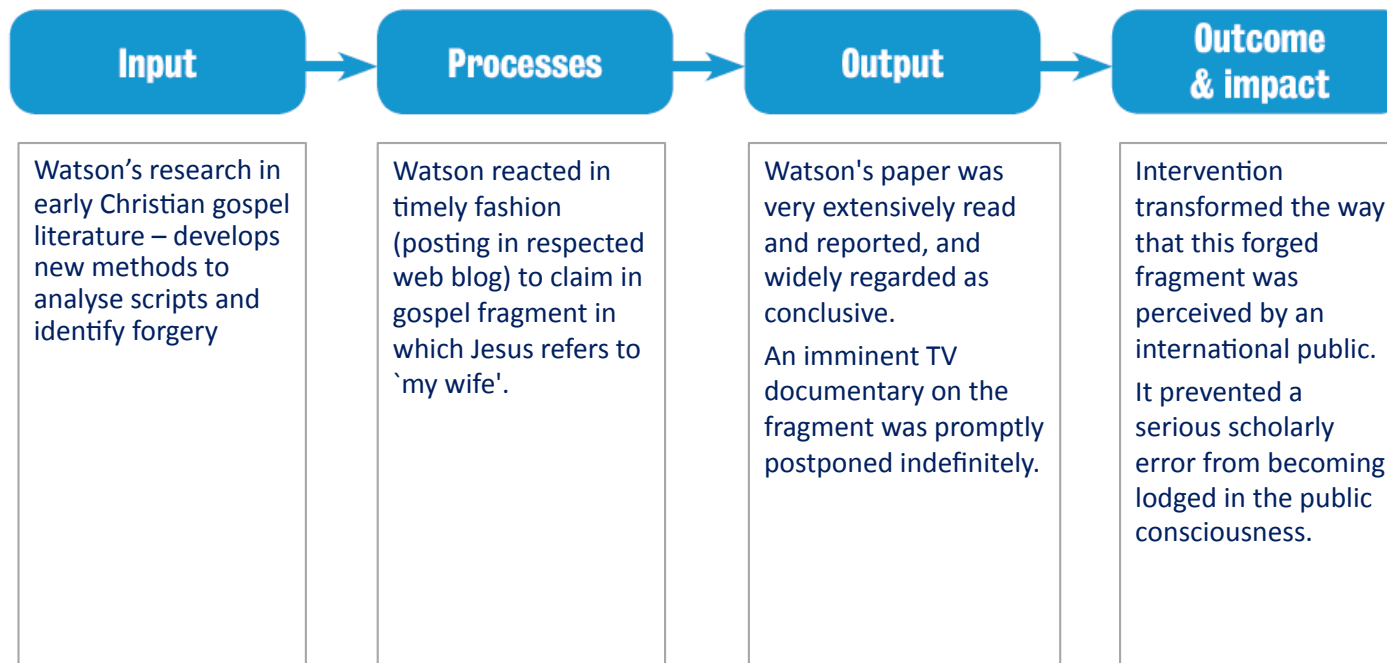
The tools supports carers and health professionals to plan patients' care around these needs. This is important, as mental health services around the world are striving to increase the patient-centeredness of their care.

KCL research showed that using CAN improved patient outcomes, and forms the basis of numerous support services and recovery frameworks for patients with serious mental illnesses. It was described by the Mental Health Commission of Canada as 'the most internationally recognized and researched [needs-led care] assessment tool available'.

Under the direction of KCL, CAN has now been translated into 26 languages, including many European, Asian and African ones. CAN is routinely used in clinical practice, within both statutory mental health services and nongovernmental organisations, in the UK and around the world.



Impact pathway 2



Impact narrative 2

On 18 September 2012 a newly-discovered Coptic gospel fragment, purportedly dating from the 4th century, was announced in Rome. It generated worldwide publicity: for in it, Jesus refers to 'my wife'.

Three days later, Professor Francis Watson posted a short paper online, in which he used a form of compositional analysis which he has pioneered to argue that the fragment is most probably a recent forgery.

Watson's paper was very extensively read and reported, and widely regarded as conclusive. An imminent TV documentary on the fragment was promptly postponed indefinitely.

Watson's research transformed the way that this fragment was perceived by an international public. As such, it prevented a serious scholarly error from becoming lodged in the public consciousness.

It is an example of the power of a timely web-enabled intervention by a scholar in a fast-moving news story.



Structuring your ideas in a way that is easy to understand



People need help to group ideas into meaningful concepts

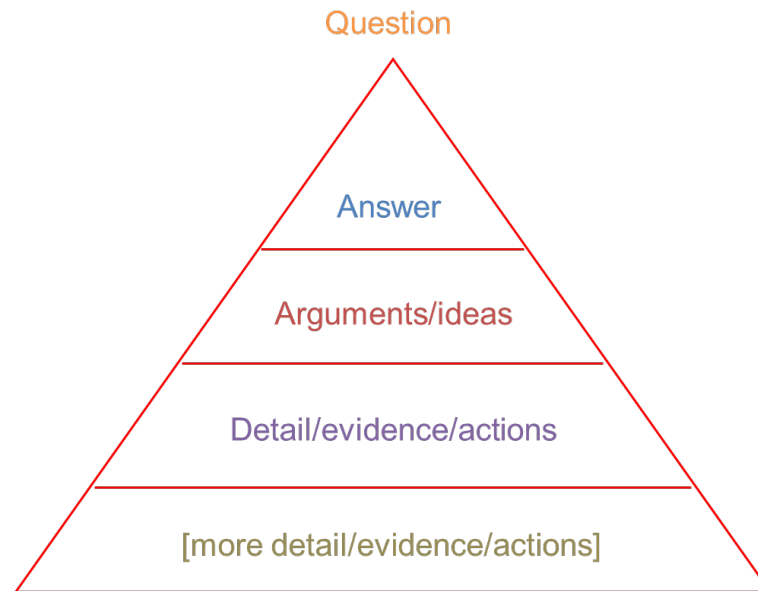
snake
bath
gym
dance
soldier
soup
crane
bridge

Group these words into two sets of four words

(and have clear reasons for why you have grouped them that way)



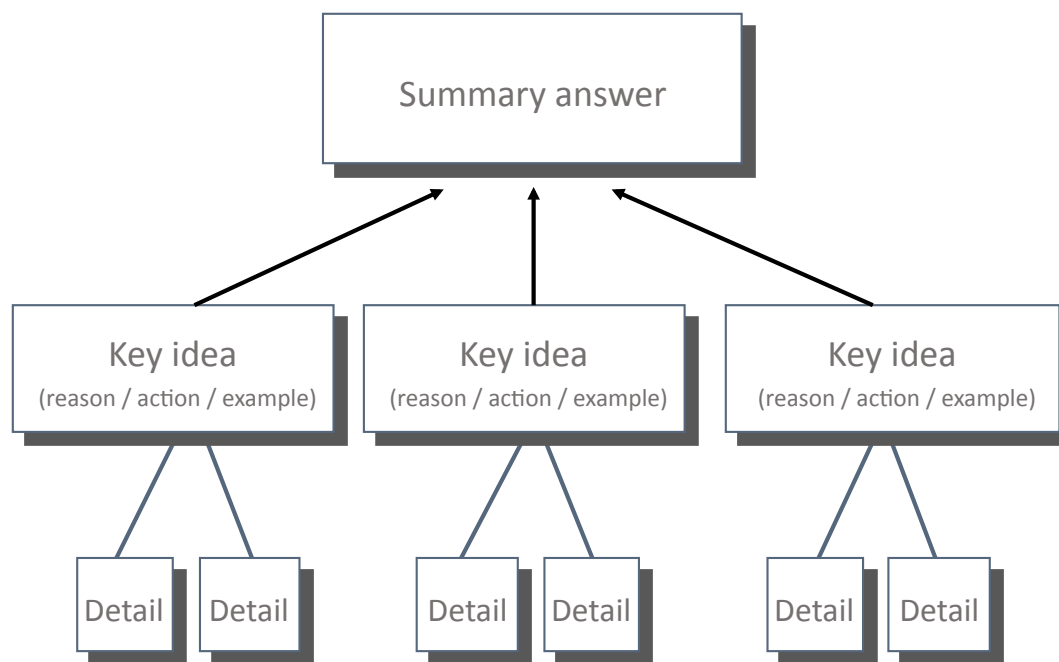
The 'Thought Pyramid' can be used to structure thinking



Barbara Minto's The Pyramid Principle



The thought pyramid: logical ordered argument



Expanding the ideas top-down

Summary answer



Expanding the ideas top-down

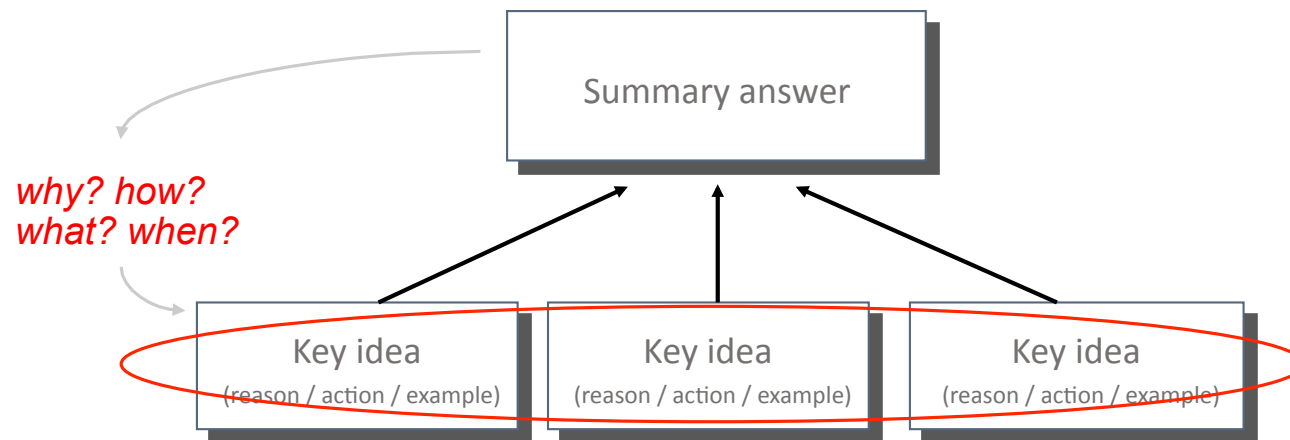
Summary answer

*why? how?
what? when?*

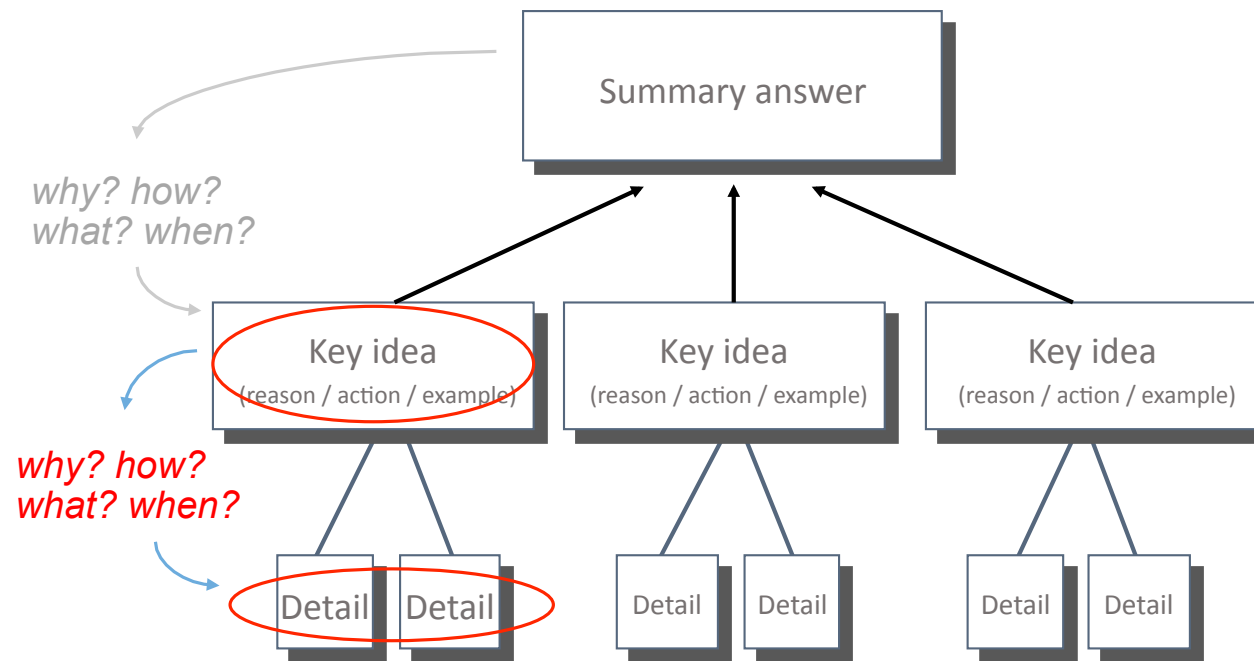


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Expanding the ideas top-down



Expanding the ideas top-down

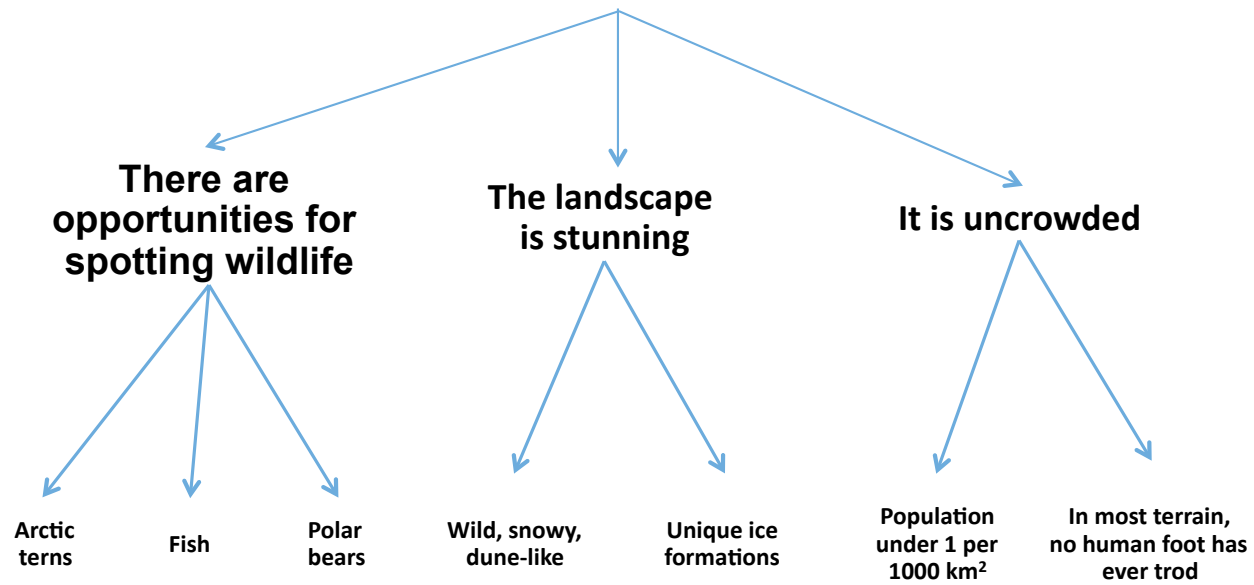


Building a pyramid – your turn

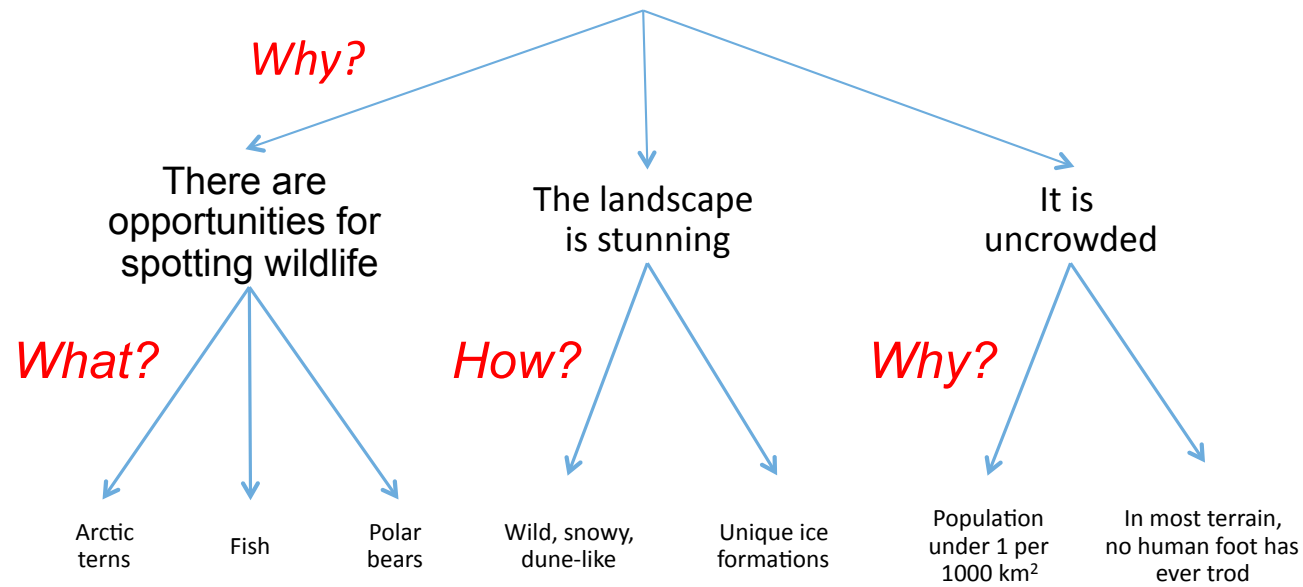
1. On your own
2. Take one of the envelopes on your table
3. Look at the bits of paper
4. Organise the ideas into a pyramid
5. It should have 3 levels:
 - Summary answer
 - Key ideas
 - Detail



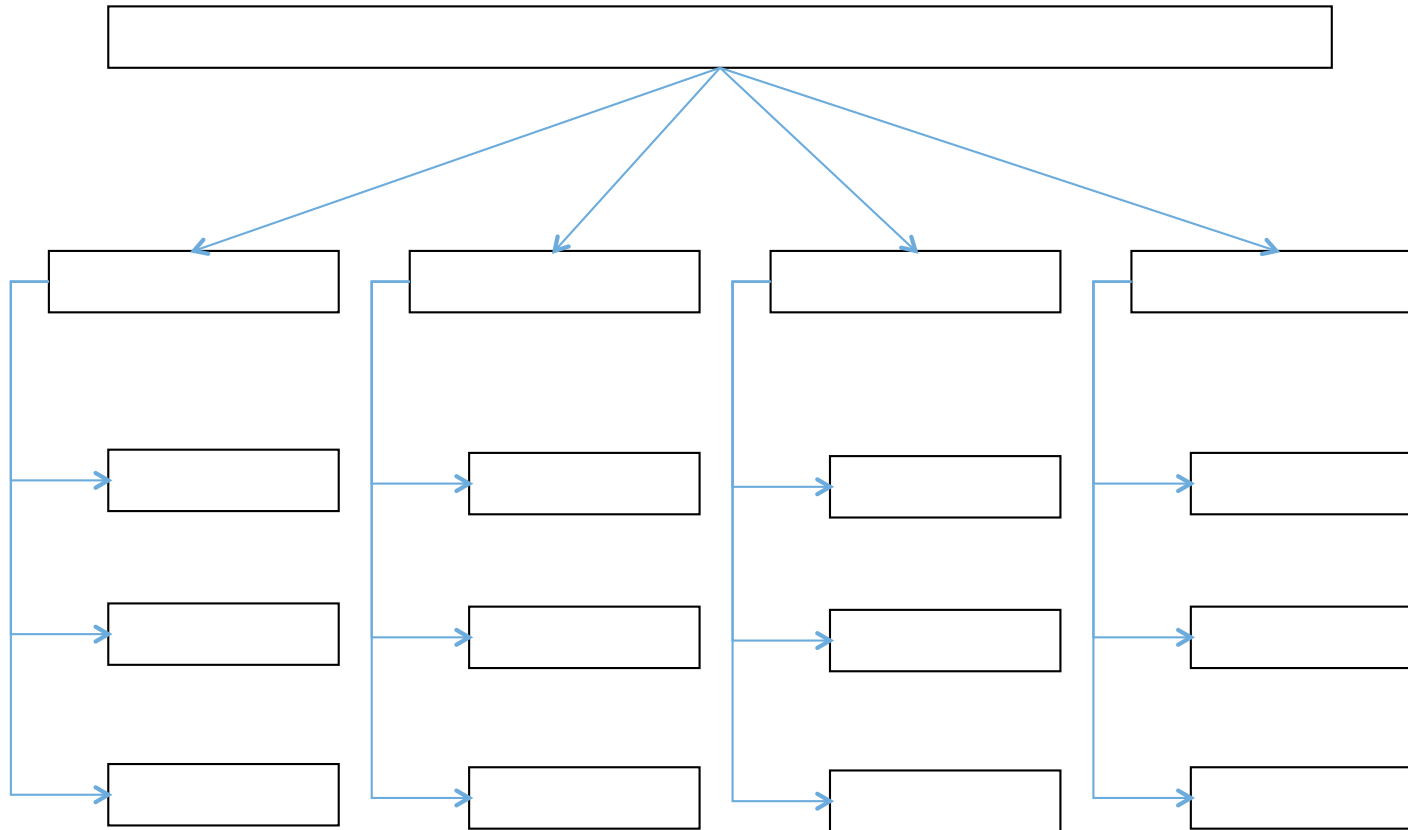
The North Pole is an attractive holiday destination



The North Pole is an attractive holiday destination



Building a pyramid of your own research



Evidencing your narrative



The critical role of evidence

- In the REF “Significance” must be demonstrated through nature of benefits
- In the REF “Reach” must be demonstrated by the demographics and localities of people who have been impacted
- Evidence will vary for different types of impact
- Breadth versus depth of the research project

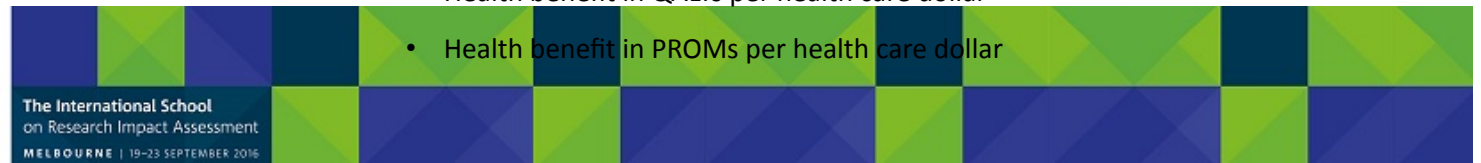


Use the concept of indicators to think through what counts as evidence



Sample indicators from CAHS

- Evidence of use of research in policy guidelines
- Cited publications in successful funding applications
- Requests for research to support policy
- Research used in curricula for new researchers
- Research cited in ongoing health professional education material
- Number of patents licensed*
- Collaborations with industry*
- Use of research in reports by industry
- Research cited in advocacy publications
- Number of lectures given public audiences*
- Numbers of research and research-related staff*
- Levels of additional research funding*
- Infrastructure grants (\$)
- Licensing returns (\$)
- Product sales revenues (\$)
- Valuation of spin-out companies (\$)
- Average citations received by the unit being analyzed, compared to the world citation rate for the discipline(s)
- Number of publications by individual/unit*
- Proportion of publications that are co-authored internationally, nationally, with industry, with other disciplines
- Disease incidence or prevalence
- QALY, PYLL, PROM
- Measures of modifiable risk factors
- Measures of social determinants of health
- Level of environmental determinants of health
- Measures of acceptability, accessibility, appropriateness, and competence of the health care system
- Measures of effectiveness, efficiency, and safety of the health care system
- Health benefit in QALYs per health care dollar
- Health benefit in PROMs per health care dollar



Which means research impact assessment requires multiple tools ...



- Surveys
- Interviews
- Testimonials
- Bibliometrics
- Economic

...‘woven’ together in a coherent tapestry

*Upon this gifted age, in its dark hour,
Rains from the sky a meteoric shower
Of facts...they lie unquestioned, uncombined.
Wisdom enough to leech us of our ill
Is daily spun; but there exists no loom
To weave it into fabric*

Edna St Vincent Millay, from 'Upon this age that never speaks its mind'



The importance of clear message led communication



It was a dark and stormy night...



Telling the story



versus



“We have a list of measurable objectives”

“I have a dream”

Stephen Denning 'The Leader's Guide to Storytelling'



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Telling the story



*“The queen died.
Then the king died.”*

versus

*“The queen died suddenly
two weeks ago.
The king was heartbroken.
He lost his lust for life
and yesterday evening
he died too.”*

Stephen Denning 'The Leader's Guide to Storytelling'



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Dear Shirley,
We've been friends for a long time... But about a month ago, you said something I didn't like... Then, 2 weeks ago, you didn't show up at my party... And then...

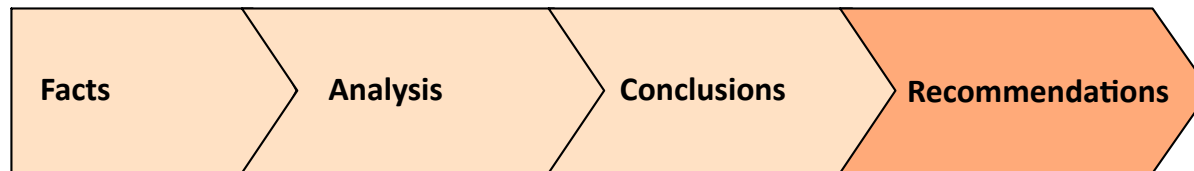


Dear Shirley,
I HATE you. Here are my reasons.

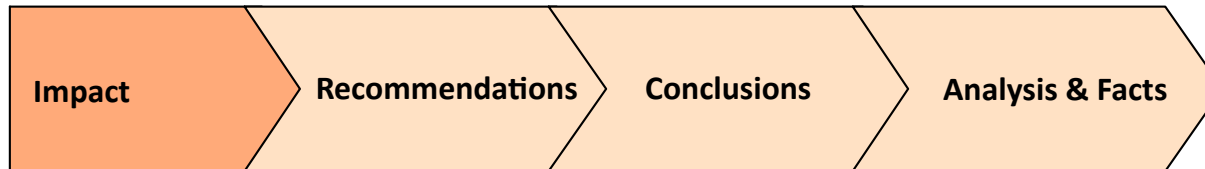


Message-driven communication

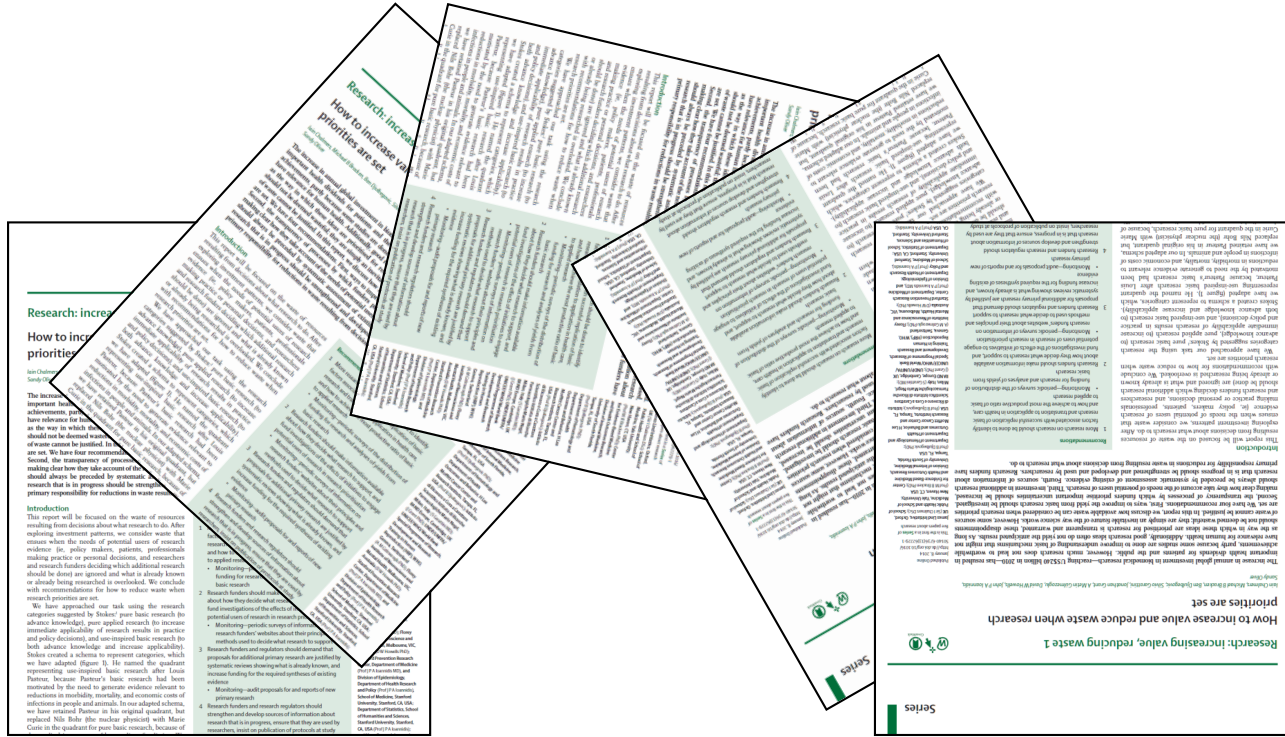
Describing research



Describing the impact



Turn your paper on its head!



Research: increasing value, reducing waste when research priorities are set

Introduction

This report will be focused on the waste of resources resulting from decisions about what research to do. After outlining investment patterns, we consider waste that occurs when the needs of potential users of research evidence for policy makers, patients, professional making practice or personal decisions, and researchers and research funders deciding which additional research should be done are ignored and what is already known or already being researched is overlooked. We conclude with recommendations for how to reduce waste when research priorities are set.

We have approached our task using the research categories suggested by Becker: pure basic research to advance knowledge; pure applied research to increase immediate applicability of research results in practice and policy decisions; and use-inspired basic research to both advance knowledge and increase applicability. Sklar created a schema to represent categories, which we have adapted (Figure 1). He named the quadrant representing use-inspired basic research after Iona Panton. Because Panton's basic research had been motivated by the need to generate evidence relevant to reductions in morbidity, mortality, and economic costs of infections in people and animals. It was adapted schema, we have treated Panton in his original quadrant, but regarded NHS R&D for nuclear physics research with Marie Curie as the quadrant for pure basic research, because of

- Methodology**
- Research funders and researchers should be consulted to identify research that is in progress should be strategic primary responsible for reductions in waste research.
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Writing impact narratives - worksheet

Title:

Summary of Narrative

- 1.
- 2.
- 3.
- 4.
- 5.

Sources of evidence:



What makes a good headline?

- In table groups – flick through the newspaper
- Identify a headline you like
- Cut it out and stick on the ‘Wall’
- Be ready to explain to group why you liked it
- 5 minutes





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Writing impact narratives - worksheet

Title:

Summary of Narrative

1.

2.

3.

4.

5.

Sources of evidence:

ACTIVITY

TIME



**Impact assessment of health research projects
supported by DG Research and Innovation
2002-2010**

Followed by:

**Expert group report recommendations on the
future of health research in Europe**



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individuals in many new MS living shorter lives than their Western counterparts. There are also large differences (of up to 20 years) in the number of years lived in good health (healthy life years). Recent negative trends have been observed: since 2006 the number of healthy life years has decreased in many countries (FI, AT, ES, IT, IE, BE and all EU12 countries), especially for women who already spend a higher proportion of their lives with limitations.

Healthcare is a key sector in the EU that employs almost 10% of the total work force and corresponds to almost 9% of the European GDP. As the European society ages, and combined with an increasing chronic disease burden, the pressure on healthcare and related social services will increase. Healthcare spending is rising faster than GDP and is predicted to reach 16% of GDP by 2020 in OECD countries³². On average, about 75% of health financing comes through public sources (general taxation or social security contributions). Private financing averages around 2% of GDP³³.

4.4. The need for European level intervention

Health and disease do not observe national borders; they are global concerns. The scale of many of these challenges goes beyond that which can be tackled at a single country level. Much research remains to be done in a variety of domains: to understand the fundamental causes of health and disease, to improve existing treatments and discover new ones, to improve healthcare delivery. The nature of biomedical research in the "post-genomic" era, with the drive for personalised medicine based on individual genome sequencing requires collaboration to bring together expertise, resources and infrastructures, such as population cohorts, to achieve the necessary critical mass.

Cooperation beyond Europe will be essential in many disease areas; the case of rare diseases is one obvious example – world wide collaboration will be needed to obtain sufficient patient numbers for proper statistical power of the studies. Tackling the major health challenges for Europe outlined above demands a multifaceted approach. Research is of crucial importance to develop new drugs, vaccines, treatments, devices and new disease management strategies.

This section provides examples of some successful projects or initiatives in FP which confer significant added value. It provides justification that co-ordinated EU level action – rather than MS or other action alone – is required and competent to address the challenges which Health research must confront post 2013.

4.4.1. Critical mass and pan-European challenges

- Some research activities are of such scale and complexity that no single MS can provide the necessary financial or personnel resources, and hence need to be carried out at an EU level in order to achieve the required "critical mass". Similarly, these activities frequently address pan-European challenges.
- One such example of this is in the domain of bio-banking. A number of EU-supported projects (GeonmeEUwin, ENGAGE, GEN2PHEN, MOLPAGE, Phoebe) have brought together large amounts of data on patients, permitting the identification of susceptibility genes and biomarkers for common diseases. If not conducted at EU level, the studies would not have the same analytical power. Furthermore, these projects bring together European excellence in the field and will develop a pan-European infrastructure for medical research, the Biobanking and Biomolecular Resources Research Infrastructure (BBMRI), through the ESFRI

³² OECD Health Data 2010.

³³ OECD Science, Technology and Industry Scoreboard 2009.

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4.4 Successful projects demonstrate why organising research at European-wide level or beyond is essential

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4.4.2 Larger-scale research stands more chance of leveraging private investment

4.4.3 Drawing on a broader base of experience reduces both the risk of research failure and commercial loss

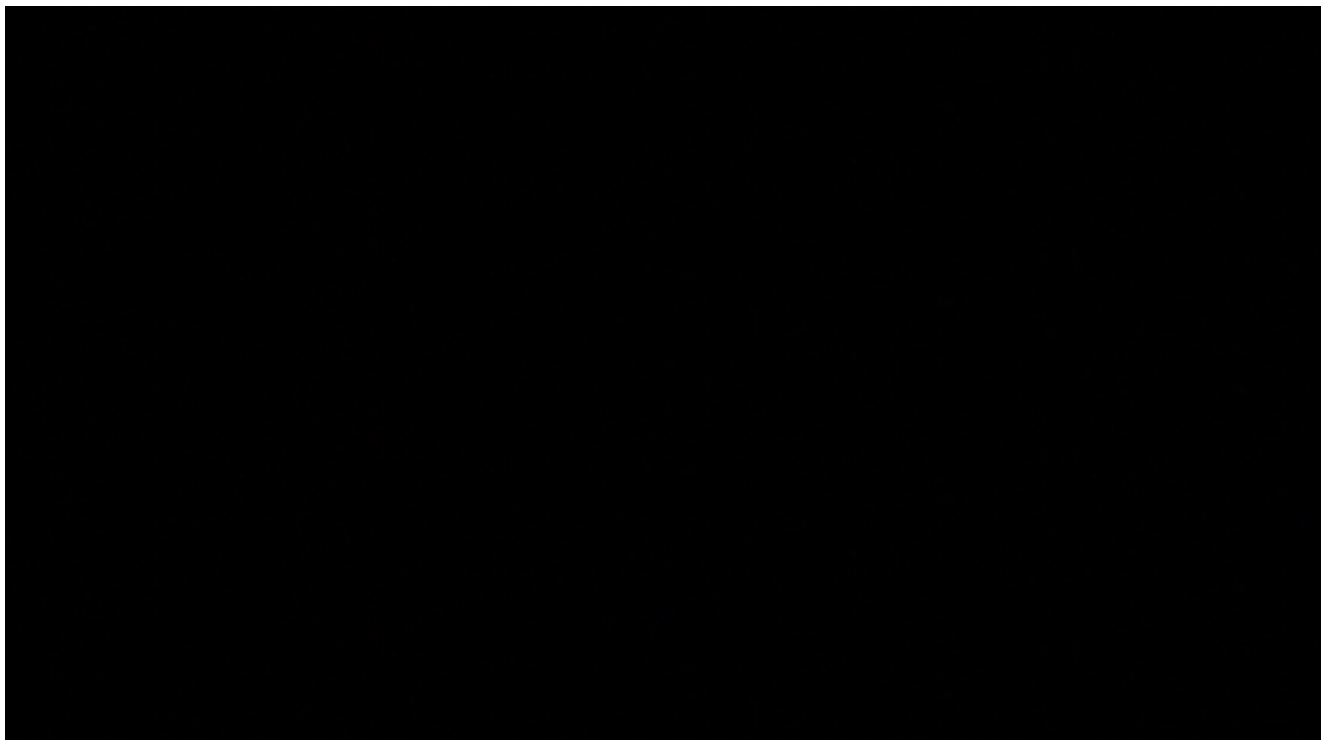




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An example from TED





Gregory Petsko's thought pyramid

Question: What should we do about the challenge of A&P diseases?

Summary answer: We should invest more in research and take personal actions to reduce risk

Why?

Research is making progress

More and broader sources of funding is needed

We can reduce our personal risks now

How?

Why?

What?

We are understanding the causes

We are developing ideas for cures

Government is not prioritizing

Research is being funded by a few private individuals

Actions to help avoid Alzheimer's disease

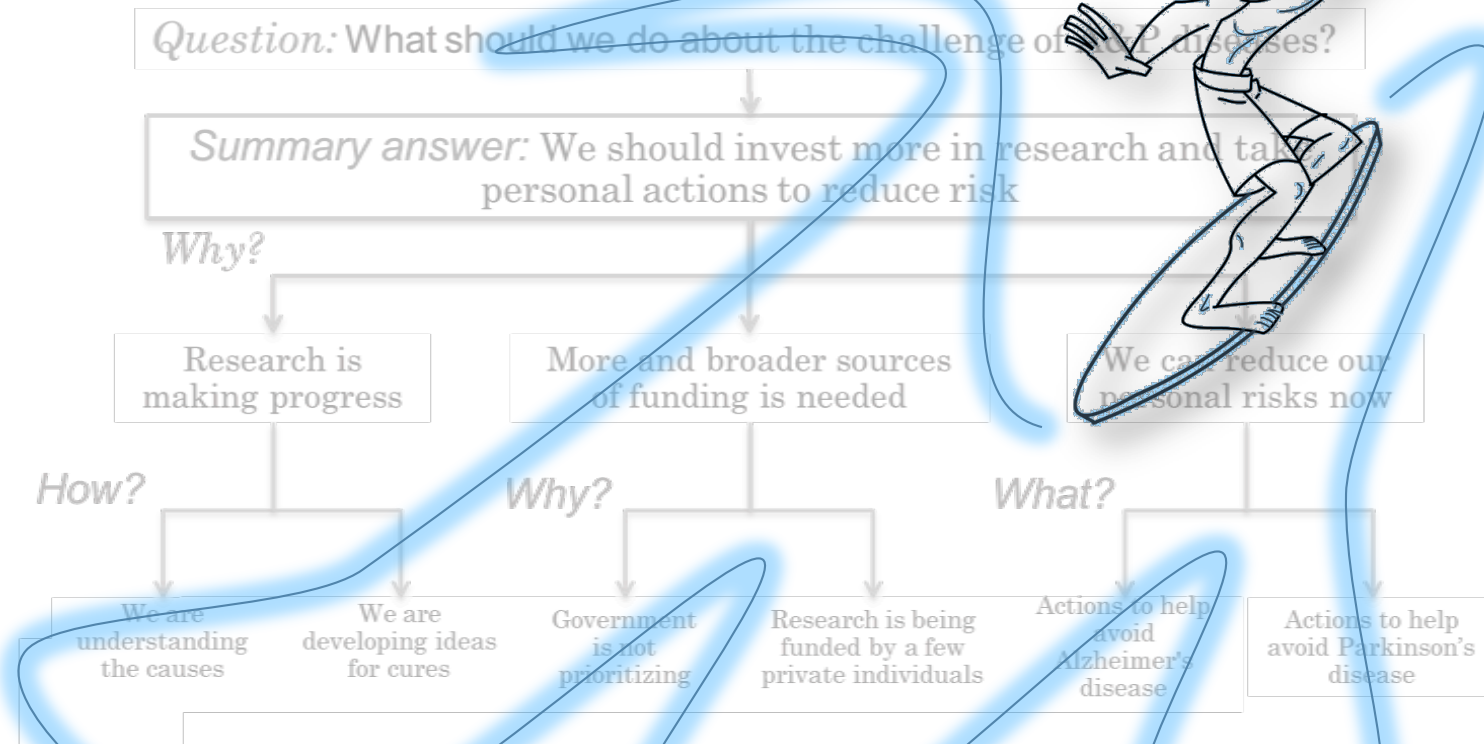
Actions to help avoid Parkinson's disease



Surfing the thought pyramid



Surfing the thought pyramid



Key messages

- Structure – lead with your impact
- Evidence – demonstrate robustness
- Narrative – write clear, compelling text



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