Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Building a Better Health Service
CARE COMPASSION TRUST LEARNING

Knowledge Translation, Dissemination, and Impact A Practical Guide for Researchers

Practical Tools and Templates for all HSE Researchers and those who use research findings

CONTENTS

INTRODUCTION

This toolkit contains tools and templates to help you plan how you share and use your research findings.

The tools and templates can be used at the different stages of knowledge translation, dissemination, and impact planning by researchers and those who are involved in the planning and sharing of research.

We advise using the tools and templates, and the HSE guides to knowledge translation, dissemination, and impact, from the start of any research project as they can aid the planning process.

1. Planning knowledge translation

Planning template

A template for planning the 8 stages of your knowledge translation activity

Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Building a Better Health Service
CARE COMPASSION TRUST LEARNING

Stage 1 – identify the project team

Guidance

- *Identify the people who will need to be part of the team leading the knowledge translation based on the skills and expertise that are needed.*

Your plan

Stage 2 - Identifying what knowledge translation expertise is needed

Guidance

- *Consider whether the project team need to draw on people with specific expertise or experience of KT e.g. knowledge brokers, academics, implementation specialists.*
- *Are there people within your organisation or within other organisations?*

Your plan

Stage 3 - Identifying and engaging with stakeholders and knowledge users

Guidance

- *Undertake a stakeholder mapping exercise (see Guide number 4 Stakeholder engagement).*
- *Consider who would be affected by or benefit from the KT.*
- *Consider who might influence your research and KT activity.*
- *When will stakeholder engagement take place? Will it be integrated from the beginning of the study, during the study, or at the end of the study, post study?*
- *What can different stakeholders bring to the project?*
- *How can different stakeholders assist with developing the KT plan?*
- *How can different stakeholders assist with the KT activity and who may have some resources to contribute?*
- *Have you considered how and when to involve patients and/or the public in your KT activities?*

Your plan

Stage 4 - Setting the knowledge translation goals and mapping outcomes

Guidance

- *Consider what you want to achieve through your KT activity.*
- *What are your goals?*
- *What are your goals for each stakeholder or knowledge user group?*
- *Is your intention to:*
    - *Share knowledge*
    - *Raise awareness*
    - *Add to research evidence and knowledge*
    - *Inform or change policy*
    - *Change practice or service delivery*
    - *Change behaviour*
- *Use an outcomes map to set out your inputs, activities, and outcomes.*
- *Decide which stakeholders can help you with the activities and outcomes and at which point in your study.*

Your plan

Stage 5 - Decide on the knowledge translation strategy to meet the goals and outcomes

Guidance

- *Your KT strategy should align to the goals you have set out at stage 4.*
- *Strategies for sharing knowledge could involve the following:*

  Information or education
    - *Reports, summaries*
    - *Publications*
    - *Conferences, workshops, seminars, webinars*
    - *Training materials*
    - *Videos and other social media material*
    - *Websites*

  Policy change:
    - *Policy brief and briefings*
    - *Evidence synthesis*
    - *Advice and recommendations*
    - *Highlighting gaps in policy*

  Service or practice change:
    - *Engage in an information sharing strategy and engage stakeholders first.*
    - *Follow guidance on implementation e.g. the Implementation Guide and Toolkit for National Clinical Guidelines (Department of Health 2018) or use the PRISM KT framework detailed in Guide number 3.*

Your plan

Stage 6 - Identify the resources and budget needed for knowledge translation

Guidance

- *Decide on the resources needed including people, funding, materials.*
- *Who is needed to lead or manage the KT activity?*
- *What funding is required for activities such as:*
    - *Reports, other publications*
    - *Videos, webinars, and other media material*
    - *Printing*
    - *Website development*
    - *Travel to conferences, presentations*
    - *Knowledge brokering*
    - *Administration costs*

Your plan

Stage 7 – Select the knowledge translation framework

Guidance

- *HSE recommends the use of one or more of the following frameworks (see Guide number 3 Knowledge translation frameworks: what are they, how and when to use them):*
    - *Knowledge to Action*
    - *Evidence based Model for the Transfer and Exchange of Research Knowledge (EMTReK) model*
    - *The Practical Robust Implementation and Sustainability Model (PRISM) model*
- *Follow the guidance in Guide number 3 Knowledge translation frameworks: what are they, how and when to use them.*
- *The model you choose will help you decide on how to disseminate your research, your key messages, how to adapt your knowledge to the local context, and the type of intervention you will use.*

Your plan

Stage 8 – Plan the evaluation of the knowledge translation activity

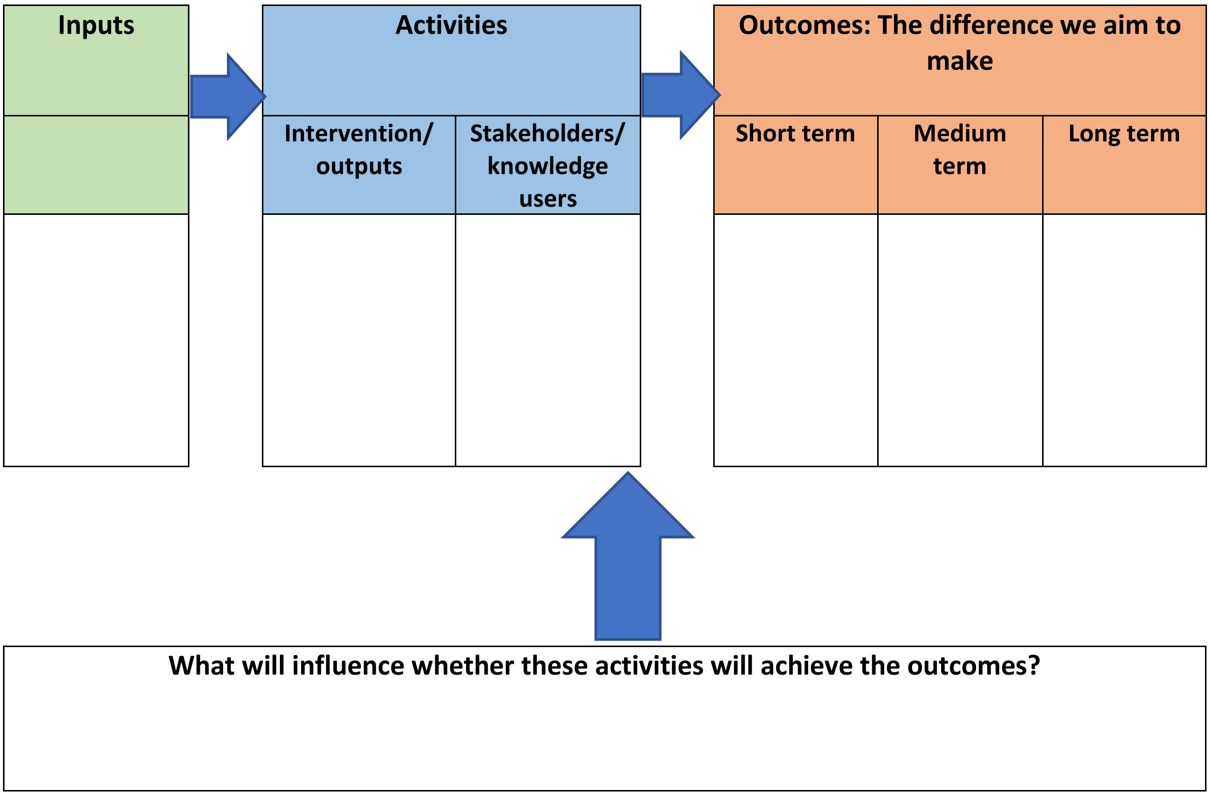
Guidance

- *See Guide number 6 Evaluating your Knowledge Translation and Dissemination for a full outline of how to plan an evaluation.*
- *The purpose of evaluating your KT activity is measure your success at achieving your goals.*
- *Follow the five steps to planning an evaluation outlined in the guide:*
    - *Stakeholder mapping*
    - *Outcomes mapping*
    - *Deciding on your KT indicators*
    - *Data collection methods*
    - *An evaluation plan.*

Your plan

Outcomes mapping

An outcomes map is a tool to plan what you and your stakeholders want to achieve through your KT activities and measurable outcomes. Outcomes mapping involves setting out planned:
Inputs – what you need to do and what support you need for your KT activity.
Activities – identify the tasks and outputs. Which stakeholders/knowledge users should the KT activities reach?
Outcomes – what do you want to achieve in the short term, medium term, and long term e.g. raise awareness, influence policy or guidelines, change the way a service is delivered or inform practice.



2. Stakeholder engagement

Stakeholder identification

Who will be affected by the research you are carrying out?	
Who will benefit from the research?	
Who are the key influencers who can facilitate your research?	
Who will/can contribute resources or funding for your research?	
Who might present barriers to the research or to its outcomes having an impact?	
Will the impact of the research be local, national, or international?	
Are there any groups whose voices should be heard but who may be excluded?	

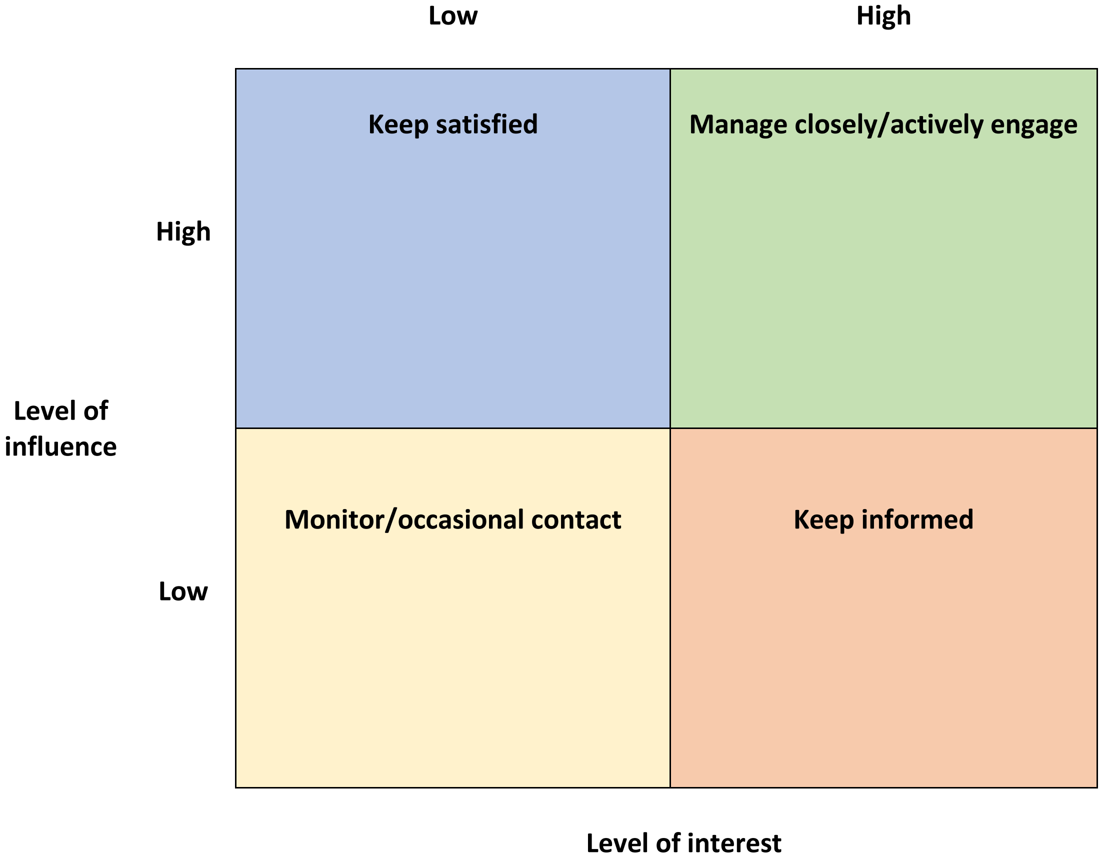
Stakeholder mapping by contribution, interest, and influence

These templates can be used to make a list of relevant individuals, groups, and organisations who could have an interest in your study or who might be knowledge users. Consider:

- Their relationship to the study.
- Their level of influence.
- Their level of importance to the study.
- At what point in the study they may be important to you and contribute the most.
- What level of support they will give you and whether that will be active or passive?

Stakeholder type	Potential contribution	Involvement/interest (High, Medium, Low)	Influence (High, Medium, Low)	Risks

Stakeholder mapping by level of influence and interest



Level of influence \ Level of interest	Low	High
High	Keep satisfied	Manage closely/actively engage
Low	Monitor/occasional contact	Keep informed

Stakeholder tracking and monitoring matrix

This template can be used to keep a record of when and how you contacted your stakeholders and how they participated. This will allow you to monitor your engagement. The following matrix can be used:

Organisation	Contact person	Contact details	Level of influence	Type of engagement	Date of contact	Follow up

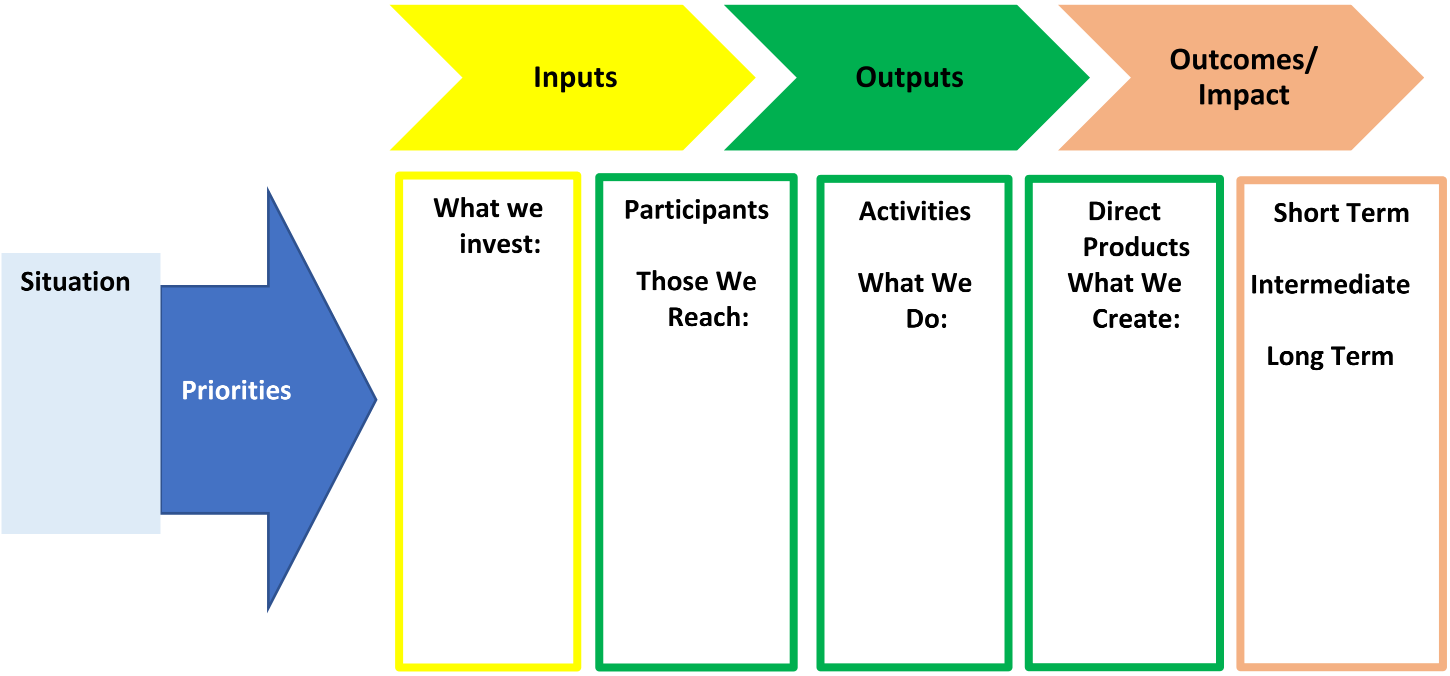
3. Impact planning

These planning templates might be helpful in developing an impact plan

Impact plan template 1

Planned impact	What is the goal	Activities	Stakeholders who may benefit	Resources needed + who can help	Timescale for completion	Measures of impact

Impact plan template 2



Identifying and capturing impact

The VICTOR tool can be used to capture the impact of the research on stakeholders. The tool is free to use but must acknowledge the author's copyright.

WELCOME TO VICTOR

A pack for co-ordinators wishing to use the VICTOR approach

VICTOR (making Visible the ImpaCT Of Research) is a tool which has been co-produced with NHS organisations to help identify and capture the impact of taking part in research within their organisation.

VICTOR takes into account existing literature and the areas in which impact is important in the NHS. It sets out six domains of potential impact, and this information is collected by a questionnaire method, or by using the questionnaires to guide conversations. VICTOR enables engagement with research participants, professionals, managers, and researchers to identify impact that has happened where it matters to them.

VICTOR findings can be used to raise awareness of research impact in the NHS, or across healthcare systems, and help plan for improved impact in future.

Follow our website(http://clahrc-yh.nihr.ac.uk/victorimpact) and twitter (#VICTORImpact) to find out how others have used VICTOR.[1]

VICTOR pack contents:

- **How to use VICTOR.** This section is for Impact Case Study Co-ordinators (ICC) to guide them through the VICTOR process.
- **VICTOR Impact Questionnaire: Principal Investigator, Research Team, Research Manager, and Industrial Partners.** This is the questionnaire to be used with most stakeholders. It can be self-completed or used as a structured interview/guided conversation to collect information.
- **VICTOR Impact Questionnaire: Patient, Family and Carers.** This questionnaire is for research participants and their family. We find this is best used as a structured conversation.
- **Summary document.** This is a document used by the ICC to pull out the most relevant material collected during the VICTOR process, and to summarise this. This section also includes a populated example of a summary document.
- **Impact planning template.** This can be used by the ICC in partnership with the research team to plan further action where needed, in order to promote more impact. This is used only when a need for further planning is thought to be useful.

This documentation has been produced as part of the VICTOR study, funded and supported by NIHR CLAHRC Yorkshire and Humber and CRN Yorks and Humber. The VICTOR study is hosted by Sheffield Teaching Hospitals NHS FT © 2018

---

[1] CLAHRC Yorkshire and Humber became the Applied Research Collaboration (ARC) Yorkshire and Humber in 2019: https://www.arc-yh.nihr.ac.uk/

How to use VICTOR

1. Select a project

An individual (usually in the R&D department) identifies a project that has finished or is still underway within the NHS organisation. To start with it is best to try and identify a project that you think might be impactful or beneficial to your organisation. Consider whether you need to discuss your plans with the Sponsor; studies using NIHR standard agreements require publicity to be agreed by both parties.

2. Identify a person who will be the Impact Case Study Coordinator (ICC) in your organisation.

This person will:

a. identify people who will complete VICTOR
b. plan the collection of information via the questionnaire, and summarise the information provided by the completed questionnaires
c. make sure that the findings are shared with the right people, and the information uncovered by VICTOR goes to the right place
d. the ICC may also help with further impact planning with the clinical and research teams

3. The ICC identifies people who can complete elements of the VICTOR case study

This can include any of the groups identified in the table below.
Make sure if you collect information from patient/ carer research participants, you use an approach that is in accordance with governance procedures of the Trust and project ethical approval. It may only be possible to collect information with user and patient research participants for projects that are on-going during their regular contacts with the Trust. However, our experience is that it really is worthwhile to give participants a chance to share their experiences and provide impactful stories.

ICC Contacts			
Principal Investigator: The person in charge of running the study in the Trust.			
A research team member; A nurse, Allied Health Professional, member of the medical team or ward staff. These people recruit patients and introduce the study to the patient.		**Patient, Family and Carers**	

Research Manager: This person has an overview of the studies in the Trust, links to senior management in the Trust and links to wider research networks external to the Trust.		**Industry Partner: Not all studies have an industrial partner. However, if** there is an industrial partner; this might include firms linked to technology development, data linkage and drug development.	

4. **The ICC invites the VICTOR contact to complete the relevant elements of the VCTOR tool**.

The ICC can either:

a. interview the contact and use VICTOR as a structured interview schedule and record the answers on the word document or paper copy of the questionnaire
b. asks the VICTOR contact to complete the word document in their own time and send back to them

The ICC is reminded to:

e. please ask the VICTOR contact to provide as much detail as possible when giving YES responses to any of the questions. The prompts may help with shaping these detailed descriptions based on the contacts experience in the project. Evidence like tweets, pictures/ films and photos as well as a description can be useful provide evidence of impact
f. for any 'NOT YET' responses, the ICC should discuss with the VICTOR contact to plan further impact and log this. This can then be used to see the impact planning form.

5. **Patient, family, and carer engagement**

Research participants have their own questionnaire which was created with service user input. How you identify and plan to engage with research participants should be undertaken in accordance with your governance processes and follow up plans in the study. Some ways that people have engaged research participants includes: as part of regular follow up visits; Patient and Public Involvement steering group members who have agreed to be contacted in the future; during completion of Patient Research Experience Surveys (PRES) and via research service user groups.

6. **Engaging with industry**

If the study has an industry partner the main questionnaire can be used in the same way as with colleagues within the Trust.

7. **The ICC collates the questionnaire responses**

These are then summarised into the summary document template, an example of part of this document is below. The summary document should be shared with the VICTOR contacts to ensure that they are happy with this summary before this is used more widely.

Summary impact for completion

Project	
Health benefits	
Service and Workforce	

8. Use the finding to highlight the impact of doing research in your organisation

This might include in Board presentations, evidence for QCQ submissions (research is now within the ‘well led’ framework), share with communications teams for internal and external sharing via social media promotion, press releases, websites etc. You could also discuss with study teams internally and externally to inform future research. Some of this evidence might be useful for researchers in that it can provide testimonials of benefit in the ‘real world’. This may also be helpful for further research planning.

9. Action planning about further impact

Where the ‘NOT YET’ responses have been given by the VICTOR contact, the ICC can work with them to plan and maximise contact using the Impact Planning Template.

10. Further collection

Some teams plan to use the VICTOR tool more than once with the same project to uncover benefits of doing research over time during and after the project has finished.

VICTOR Impact Questionnaire:

Principal Investigator, Research Team, Research Manager and Industrial Partners

Your name:

Your role:

Date of questionnaire completion:

Project title:

Organisation:

Thank you for agreeing to complete this questionnaire. We are collecting information about the impact of the research study in which you have been involved. We will be combining these answers with those of other people involved across the organisation. This will help to make visible the impact of doing research in our organisation, and to share this with others.

We hope to produce impact case studies about the research for use in our organisation, and will also produce information for presentations, the annual plan, our website and others.

Please read through all the questions before completing the form to help avoid duplication of answers. We are not expecting answers to every question but please ensure the most important aspects of the research impacts are included.

As we are speaking to only a handful of people involved in the study, it is possible that what you say will be identifiable so please inform us if you wish for anything to be kept confidential.

Are you happy for your answers to be used in this way? (Please circle a response)

Yes **No**

A. Health benefits, safety and quality improvements for research participants and carers during the study

Question	Yes/No/Not Yet	Please give examples/describe
1. Health benefit Have there been any health or quality of benefits to study participants, family or carers as a result of taking part in the study? ***Prompt****: quality of life impacts, access to different treatments; care delivered differently; quality of information provided; health literacy; providing the same quality of care for a reduced cost.*		
2. Experience During the study, were there any changes made to patient care that improved the experience of care for participants, carers or family as part of/as a result of being in the study? ***Prompt****: Information giving, carer support, carer interventions; health literacy.*		
3. Patient safety Are there any examples of improved governance and/or safety for patients taking part in the study? ***Prompt:*** *Improvements to quality of research in terms of scientific quality, standards of ethics and related management aspects – Set up, conduct, reporting and progression towards healthcare improvements*		
4. Social capital Are participants/carers better connected or part of any new networks as a result of taking part in the research? ***Prompt****: self-help groups, increased social networks or activities*		

B. Service & Workforce impacts

Question	Yes/No/Not yet	Please give examples/describe
1. Service change Has anyone in the organisation started doing something or stopped doing something clinically as a result of the research? In addition to this; has this resulted in improved care of patients after the study has finished? ***Prompt**: quality of life impacts, access to different treatments; care delivered differently; quality of information provided; health literacy – leaflets and guidance.*		
2. Clinical or generic skills Does anyone have new **clinical skills** as a result of the research? This could include skills developed as a result of being involved in the study or skills that have been developed since the study finished because the benefit of having these skills was demonstrated by the research. ***Prompt:** any clinical training**.** Please note research skills are also covered in the next section.*		
3. Workforce Has the workforce changed as a result of the research? For example have there been any changes to job roles or structures? ***Prompt**: This could be during the study or after the study*		
4. Collective action Has taking part in this research influenced your team to anything different together? ***Prompt**: collective changes to patient care, skills, confidence and/or quality improvements*		

5. Guidelines Is there a different use of, or further adherence to, clinical guidelines as a result of the study, either during the study or afterwards? ***Prompt****: these could be national guidelines, or those developed more locally as a result of the study.*		

C. Research profile of the organisation and research capacity

Question	Yes/No/Not yet	Please give examples/describe
1. Research culture Has the study changed the culture and attitudes to research in the service or organisation? ***Prompt:*** *Are you measuring impact now; increased willingness to get involved in research; increase in confidence; Patient and Public Involvement.*		
2. Research awareness Has staff awareness of research changed as a result of the organisation taking part in this study? ***Prompt****: Any examples of how this was achieved or is evident?*		
3. Research capacity Has anyone developed new **research skills**, knowledge and experience making them more likely to be involved in future research? ***Prompt:*** *New career choices, research roles, individual clinical and research links; collaborations on further grant applications.*		
4. Networks and collaborations Has the organisation joined or created any new research networks, partnerships, collaborations as a spin off from the research? These may be internal or external.		

5. Engagement Has the study attracted the interest of others who were not involved before the study? ***Prompt****: Colleagues in your department, other departments, and/or other organisations?*		

D. Economic impacts

Question	Yes/No/Not yet	Please give examples/describe
1. Cost saving/cost effectiveness changes Has the adoption of research findings realised any cost savings or promoted cost effective service (i.e. same costs better quality of care)?		
2. Commercialisation Did the research develop products that generate income or create commercial innovations?		
3. Income Was the study commercially funded and sponsored? Did it generate any income for the organisation? Did it generate any grant income?		

E. Organisations influence and reputation

Question	Yes/No/Not yet	Please give examples/describe
1. Cohesion Has taking part in the research impacted on relationships between professions/departments/sectors?		
2. Reputation Has taking part in the study had an impact on the profile/reputation of your team or organisation?		
3. Recruitment and retention of staff		

As a result of the study has there been any impact on recruitment into roles and retention of staff.		

F. Knowledge generation and knowledge exchange

Question	Yes/No/Not yet	Please give examples/describe
1. Formal dissemination Have there been any dissemination events, presentations, conferences, or publications about the study, within the organisation or externally?		
2. Knowledge sharing Are there any new ways of sharing knowledge within the organisation or between your organisation and others as a result of the research. ***Prompt:*** *new groups, networks, face to face/other media.*		
3. Outputs Have any tools useful for practice been developed by the research that the organisation is now using?		

G. Anything else

If you feel the research study impacted in ways not outlined in the previous questions, please outline your findings here.

VICTOR Impact Questionnaire:

Patient, Family and Carer

Project title
Organisation

Thank you for agreeing to help. We would like to understand your experience of being involved in a research study. We are looking at the study to see what the impact has been in our organisation and people using our services, so that we can share this with other people and learn from it for this study and for research in the future.

We hope to produce impact case studies about our research, and will also produce information for presentations, the annual plan and our website.
Please read through all the questions before completing the form to help avoid duplication of answers.

Because we are speaking to only a handful of people involved in the study, it is possible that what you say will be identifiable so please let us know if you wish for anything to be kept confidential.

Are you happy for your answers to be used this way? Please circle your answer	
Yes	**No**
Signature	**Date**
Interviewer	**Date**
Study name	

Question	Yes/No/Not yet	Please give examples/describe
1. Were there any changes to the care you received because you were taking part in the study? *Prompts: Quality of life impacts; access to different treatments, care delivered differently; quality of information provided; health literacy; providing the same quality of care for a reduced cost.*		
2. Have you learnt anything new from taking part in this study?		
3. After taking part in this study, would you be happy to take part in research in the future?		
4. Are you better connected to others as a result of being part of this study?		

Summary impact for completion

Project

Health benefits

Service and workforce

Research profile and capacity

Economy

Influence

Knowledge

Impact planning template

Title of project:

Organisation:

VICTOR toolkit heading (domain) where NOT YET response given	**What is your goal?**	**How will you get to your goal? By when?**	**Who can help you?**

This documentation has been produced as part of the VICTOR study, funded and supported by NIHR CLAHRC Yorkshire and Humber and CRN Yorks and Humber. The VICTOR study is hosted by Sheffield Teaching Hospitals NHS FT © 2018

4. Evaluating your knowledge translation work

Evaluation planning

A template for planning the stages of the evaluation of your knowledge translation activity

What KT activities are you undertaking?

Guidance
Consider the activities you are doing throughout the lifetime of the research project including post-research.

Your plan

Evaluation goals

Guidance
What are your goals? Are you looking at the:

- *Process: how you created and implemented your KT activity, or the*
- *Outcome: what difference did the KT make, what worked well and what did not work so well.*

Your plan

Stakeholders

Guidance
Who are the stakeholders and how are they going to be involved?
How are you engaging them in promoting your research, helping to disseminate it, and acting on the findings?

Would any of those stakeholders be able to help you plan and carry out your evaluation or help you to formulate the right questions to ask?

Your plan

Methods to collect evaluation data

Guidance

What methods might you use in your evaluation?
Will the methods be qualitative or quantitative or mixed?
Are there existing tools that can be used, or will new ones need to be developed?
Consider the following tools:

- *Questionnaires*
- *Surveys*
- *Interviews with stakeholders*
- *Focus groups*
- *Bibliometrics*
- *Statistics from social media platforms*
- *Economic data*

Monitoring or tracking your KT activity

Your plan

Measures of success

Guidance

What measures of success will you use?

Process	Inputs; the approach to KT. Completion within the time frame and budget.
Reach	Who and how many stakeholders are receiving the outputs from the study? Number of people; type of stakeholder.

	Number of clicks on social media and websites; how long people spend on the site. Number of stakeholders attending events/training. Number of publications.
Use	How are stakeholders/knowledge users using the knowledge or evidence? What do they think about it? Did their knowledge, skills, awareness, confidence improve as a result?
Actions	What did stakeholders/knowledge users do as a result of the KT?
Change	Did policy, guidance, systems, practice, change as a result of the KT? Did behaviours change?
Outcomes	Did health outcomes change as a result of the new knowledge and evidence?

Your plan

Risks or challenges in collecting the evaluation data

Guidance

Consider any barriers or challenges that might create difficulties in the evaluation.

Your plan

Roles

Guidance

Who will do what in the evaluation?

Identify the people who will need to be part of the team leading the evaluation based on the skills and expertise that are needed.

Your plan

What resources are needed

Guidance

- *Decide on the resources needed including people, funding, materials.*
- *Who is needed to lead or manage the KT activity?*
- *What funding is required for activities such as:*
    - *Reports, other publications*
    - *Videos, webinars, and other media material*
    - *Printing*
    - *Website development*
    - *Travel to conferences, presentations*
    - *Knowledge brokering*
    - *Administration costs*

Your plan

Timeline and milestones

Guidance

Set a realistic timescale for your evaluation based on the time and resources you have.

Your plan

Monitoring/tracking tool

You can monitor or track your knowledge translation activity using a simple tracking tool such as this one.

KT activity	Outputs and actions	Outcomes	Source of outcome data	Date	Other comments
What is the activity that is being tracked?	*Record each action that is being taken to support the KT activity.*	*Record each outcome that results from the KT.*	*Where did the outcome data come from e.g. survey, interview, social media stats?*	*Record the date you were gathered the information.*	*Is any further action needed?*