



fuse

The Centre for Translational
Research in Public Health

Impact and Communications Strategy

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1 Introduction

About Fuse

Fuse is one of five UKCRC Public Health Centres of Excellence established to build capacity in public health research nationally. Fuse is funded by the British Heart Foundation, Cancer Research UK, the Economic and Social Research Council (ESRC), Medical Research Council (MRC), and the National Institute for Health Research (NIHR).

Fuse is a virtual centre involving collaboration between the five North East universities (Newcastle, Durham, Sunderland, Northumbria and Teesside) and policy and practice partner organisations (the NHS, regional and local government, and other public, commercial and voluntary organisations). Fuse aims to support the transformation of health across the North East by responding to local and national priorities, and making available emerging evidence for the effectiveness of public health interventions at all levels of policy and practice.

The Fuse community comprises senior and junior academic and research staff, administrative staff and postgraduate students. The hub of Fuse is based in the Institute of Health & Society at Newcastle University, but Fuse staff and students are located across the five universities.

The research programme has two main themes: health improvement and knowledge translation. Health improvement research focuses on developing and evaluating interventions to improve health. These interventions focus on health-related behaviours such as alcohol and tobacco control consumption, diet and physical activity, as well as other important health risks and conditions, such as obesity and health inequalities. This fundamental research is interwoven with and feeds into the translational research theme, which focuses on translating evidence into policy and practice by researching professional and organisational behaviour change, public health commissioning, knowledge translation, and evaluation of new public health roles.

Fuse is managed by a Centre Management Group (CMG), chaired by the Director, and overseen by an independently chaired Centre Strategy Board (CSB).

The vision

There are four core elements to our vision:

Fuse's vision is to **transform health and well-being** and **reduce health inequalities**, through the conduct of **world-class public health research** and its **translation into value-for-money policy and practice**.

Principles underlying impact and communications strategy

Fuse's impact and communications strategy aims to articulate how the Centre will encourage the co-production of knowledge, communicate its purpose and research

findings, and promote its impact. Who we communicate with and what we communicate is dependent on the impact we wish to have, so in this document issues of impact are discussed first, before we turn to a consideration of the communication mechanisms that are appropriate for conveying and demonstrating impact.

This strategy will be a living document, providing direction for Centre activities and reacting to changes in the policy and practice landscape. It will be developed and discussed in the Communications Group, reviewed by the Centre's Management Group (CMG) and finalised after consultation. The Communications Group, reporting to CMG, will revise it on an annual basis.

Strategic action point:

Continue to review impact and communication strategy on an annual basis.

2 Impact objectives

Objectives

What are the key ways (arising from the Fuse vision statement) in which we expect Fuse to make an impact? Fuse aims to:

1. Create an innovative model for the cost-effective translation of research evidence into policy and practice
2. Work in partnership with relevant agencies in health and non-health sectors, and with patients and the public, to establish a model of good practice for applied public health research, transferable to other parts of the UK and elsewhere
3. Bring together a critical mass of research leaders and their groups from the five North East universities, together with their extensive national and international collaborative networks, to develop and deliver a programme of world-class translational public health research
4. Expand public health research capacity through new posts and PhD studentships, to address Fuse's research agenda and meet the public health research needs of the future
5. Research knowledge translation processes in a systematic way, focusing on public health commissioning, professional and organisational behaviour change and knowledge transfer mechanisms
6. Develop, evaluate and implement theory-driven interventions to change individual, population and professional behaviour
7. Enhance understanding of the causes of health inequalities - in particular in relation to health behaviours and interventions - and develop, evaluate and implement interventions to tackle persistent inequalities in health
8. Derive generic and specific learning from its research, leading to theoretical and methodological advances in public health, and transferable knowledge of national and international applicability
9. Build sustainable capacity for health improvement in the North East, through collaboration with the NHS, appropriate local authority structures and third sector organisations engaged in the wider public health arena
10. Influence the nation's health by working in partnership with funding agencies, Government, other Centres of Excellence in Public Health Research, the National Public Health Research Consortium, the Scottish Collaboration for Public Health Research and Policy, the ESRC National Research Methods Centre, and our existing research collaborators to share knowledge and undertake collaborative research and related activities

Developing an impact-led culture

As with any research-based organisation, Fuse aims to have impact within the academic sphere by encouraging staff and students to publish the results of their work in the highest quality peer-reviewed journals.

However, focusing on the difference our organisation can make is also central to our vision of **being a leading group in developing approaches to translational research in public health**. Despite the differences in our institutional and disciplinary backgrounds and substantive areas of interest, it is this facet of our work that binds us together and gives Fuse coherence. Everyone, including academic and research staff, students, administrators, communications staff and associates needs to be aware of our determination to use our research to make an impact.

Everyone in the organisation has a role in ensuring an impact-led culture. Senior investigators may lead on planning for and thinking through how the organisation makes an impact; all research staff and students will be involved in delivering and assessing impact; administrative staff may be more closely focused on measuring or auditing impact; communications staff may have the main role in communicating news and findings and creating impact amongst external audiences.

For this reason – because it is critical to develop an impact-led culture – excellent internal communications are vital and are considered first in the sections that follow.

Thinking about and planning for impact

Our vision represents an ambitious goal in an area where inequalities in health are widespread, and the North East lags well behind the rest of the country on many indicators of health. For that reason it is inappropriate within a short time scale to imagine we can have population level effects on health, and it probably makes more sense to look at the ‘journey of change’ that we are on, thus allowing us to identify stages or markers which would show us that we were progressing towards that goal. We know that there are some well-evidenced areas of health research where the implementation of specific interventions could make a significant difference to outcomes. We also know there are barriers to both implementation and uptake of those interventions amongst practitioners, policy makers and public, so we also need to research those barriers and impediments and understand better why good research does not always have the impact it should.

The AIDA model, used in marketing, can be used to frame thinking about the impact journey:

- **Awareness**
- **Interest**
- **Desire (to do something about it)**
- **Action**

We can measure our impact ‘horizontally’ – (i.e. we can measure awareness and interest by the numbers and types of people attending our Quarterly Research Meetings or seminars or conferences). To some extent our objectives (listed above) represent these valuable steps in this ‘journey of change’.

However, a much more powerful demonstration of impact is to measure ‘vertically’, i.e. to plot impact by taking a single issue and seeing whether Fuse has the capacity to generate awareness and interest, which is then followed through into a desire to do something about it, which is, in turn, matched by action and impact. We thus intend to identify a small number of specific areas of activity within our broad agenda, in which we can clearly demonstrate impact – for example, focusing on alcohol interventions - where we have both the academic expertise locally and an innovative delivery body within the region.

Impact targets

It is critical for Fuse to have clarity over where the focus of our efforts to demonstrate impact should be. Our key external audiences include:

- Funding bodies (our own funders in UKCRC, but also others to whom we apply for personal, project or programme funding)
- Service and policy partners in health related services (NHS, Local Authority, GP commissioners, third sector organisations etc)
- Other academic researchers at national and international levels
- Senior members of the management of our own HE institutions
- Public media
- Members of the public, service users and so on.

Fuse desires to have an impact on public health, but we have not chosen primarily to interact directly with the public to effect change. That is best done through providers and service delivery organisations (including the third sector), so our prime need is to interact with those who develop policy or deliver services that in turn, impact on health. That is not to say that we do not see the need for research on patient/public interaction with services, in order to inform service deliverers why interventions are unsuccessful or are generating their own inequalities for example, but we would not see interaction with the public as our prime purpose.

Those people who are in our target audiences for impact need to:

Know about Fuse and be aware of the organisation

Awareness is the first stage of any successful impact and communication strategy and this depends on creating visibility.

Understand what Fuse wishes to do and perceive value in its activity

Perceived value is in the eye of the beholder and different stakeholder groups (e.g. a funding body compared to a service delivery organisation) will have very different expectations. In each case the focus of communications must be on establishing a connection by demonstrating specific relevance

Engage with the organisation

Engagement will take very different forms for different stakeholders and can be measured in different ways. However, ultimately all investment in communications must have a clear focus on how it will generate an appropriate response or impact.

These three stages build on one another, and tactical approaches need to be focused appropriately. Generating engagement will require investment at the stages of awareness raising and developing understanding of our activity before we can engage people in a way that will yield impact.

Planned impact and full value

If we are working efficiently, in addition to our planned impact we are also likely to be generating additional benefits and value, for people involved with and linked to Fuse. These benefits might include, for example, raised aspirations, learning to manage time and resources efficiently and excitement about being engaged in research. Often this benefit is generated by the way an organisation does things rather than through the activities themselves. Paying attention to these can be a way for Fuse to demonstrate its value to a range of different organisations (e.g. host organisations).

Strategic action points:

Internal communications need to be geared towards developing an impact-led culture.

We need to generate awareness and interest in what Fuse does before we can expect to have an impact on practice or policy.

We can measure progress along our journey of change both horizontally, but also vertically, through highlighting case studies where we are particularly close to being able to move from evidence to impact.

We need to be clear that our principal targets in terms of making impact are those that deliver services or develop the policy that drives such services.

We need to be aware of (and capture) the full impact of Fuse activities as well as the planned impact.

3 Communications objectives

Early priorities

We start from the assumption that communications should be planned, managed, implemented and sustained. The development of the Fuse brand in 2009-10 has been key to the development of communications and the www.fuse.ac.uk website is central to any developing communications strategy. The creation of the Communications Group and the development of the Impact and Communications Strategy is a further step in this process. The appointment of a Knowledge Exchange Broker and a Communications Officer post will support and consolidate this work.

How we should communicate

In the period 2011-13, priorities will be to:

- Develop and maintain clarity of the context in which communications are taking place and to what purpose/which type of relationship
- Build brand awareness
- Develop strong, simple and consistent messages
- Translate those messages into appropriate language according to audience
- Identify potential early adopters within each core audience group
- Identify targeted themes most likely to resonate with the audience groups.

Methods of communication

There is a vast range of existing and potential methods of communication which can be utilised to promote Fuse, disseminate its work and link its activity with public, policy and practice partners. Those which we have tackled to date and where we can demonstrate some successes are:

- The website <http://www.fuse.ac.uk>
- Academic journals
- Office stationery (e.g. business cards, letterheads, PowerPoint templates)
- Conferences and academic events (e.g. SSM, UKSBM, UKPHA etc.)
- Public and professional events (e.g. ESRC Festival of Social Science, Quarterly Research Meetings)
- Participation on committees and advisory boards (e.g. NIHR PHR and SDO Boards)

We will need to continue to monitor and develop these (since we will not have always got them right), but to them we also need to add a greater range of opportunities to communicate. These might include:

- Press releases/media events
- Courses and training modules
- Flyers - a generic Fuse one and ones for specific projects where appropriate
- Newsletters – electronic and paper versions
- Research networks and Jiscmail lists
- Other new media, e.g.
 - [Twitter](#)
 - RSS feeds
 - [Facebook](#)
 - Podcasts
 - Filming (and live streaming) of key seminars
 - Links with other websites
 - Email alerts
 - Email footers to promote projects, major publications, events

Public involvement has been handled to date through the Public Involvement and Engagement Committee (PIEC), which is currently reviewing its structure and function.

In the next two sections we look at how we will address these issues with both internal and external audiences, matching general principles with specific activities, and looking at who will carry responsibility for these and how they will be resourced.

Strategic action points:

Continue to plan and manage Fuse communications, with the additional support of a Knowledge Exchange Broker and a Communications Officer.

Continue to build brand awareness and a strong consistent message, in order to deliver maximum impact.

Identify key target audiences and likely 'early adopters'.

Identify targeted themes for ensuring maximum impact.

Explore the whole range of communications methods, including new media.

4 Internal communication

Internal communication is critical to Fuse because of our geographically dispersed and virtual structure and because it is vital to develop an impact-led culture among all partners. Because of this, a great deal of attention is directed into how we communicate.

Existing communications

Currently we use the website, email lists and the committee and meeting structures to pass information around, trying to ensure that all levels of Fuse are represented where possible and appropriate. Quarterly research meetings, at which different teams take turns to host on substantive public health themes, have been crucial in bringing people together, as have the six-monthly Fuse members meetings which focus more on strategy and process. A revised committee structure from September 2010 has ensured that other senior investigators beyond the Associate Directors also have an opportunity to help plan Fuse strategy. Beyond this, people meet informally in student supervision groups (as all PhD students are supervised between institutions), in project management groups (as all projects are collaborative between at least two institutions) and in informal support groups like those convened by the postgraduate research students and Centre staff.

Fuse website

The new website launched in summer 2010 has been very well received and offers a great deal of interactive capacity, with an Intranet facility accessed through a password-protected login. The website is mounted on a local public health platform (Public Health Information North East (PHINE)), allowing access to and from a whole range of other groups, discussion forums and resources. More encouragement is now needed to promote the use of discussion streams and so on. Some input on this at the Fuse members' meetings in academic year 2010-2011 will help develop use of the website. A short, PDF guide to using the website's facilities has also been prepared.

Monthly bulletin

The Communications Group has also introduced an email bulletin, which is collated by the Communications Officer and circulated every month to Fuse members and associates. This provides a simple way of finding out what is happening within the university teams that make up the Centre, will help develop group identity and will act as a source of information, which can also be used for external communications.

The Communications Officer will also work with the administrator to circulate a monthly email asking all staff in the Centre for updates, but one member of administrative staff in each institution will be asked to take on a responsibility for collating such material and encouraging staff to contribute. Relevant material will include:

- New Fuse-related staff appointments

- New student starts or completions
 - Grant applications submitted
 - Grants awarded
 - New outputs published
 - Appointments to committees or panels
 - Media coverage of Fuse members or their work
 - Conferences, seminars and courses attended
 - Policy or advocacy work undertaken
 - Personal interest stories related to Fuse membership
-
- Calls for information on substantive topics
 - Calls for collaborators
 - Forthcoming courses
 - Notification of upcoming seminars, talks etc
 - Notification of upcoming research funding opportunities
 - Notification of research or teaching opportunities in which staff can be involved

The Communications Officer will then create the bulletin and email staff to alert them. Such a bulletin will have the added benefit of making data collection for annual reporting purposes somewhat easier.

Strategic action points:

Continue to review the best format for meetings that allow all to share in the way the Centre is developing.

Continue to develop the website as an interactive internal communications tool through presentations at face-to-face meetings and through the production of a user guide.

Develop a monthly bulletin of Fuse news and developments to be uploaded onto web pages and advised via an email alert to all staff.

5 External communication

Communicating impact

Demonstrating success is vital for continuing support, for developing credibility and for maintaining group morale and cohesion. Success stories can be demonstrated by showing progress against performance indicators, not forgetting to take into account the full value of the organisation. How we tell that story to different audiences is critical. Some will appreciate a concise factual report with detailed evidence; others will require a narrative, summary version with worked case studies. How we deal with problems and failures is also critical. There will be actions or activities that are less than successful. A learning organisation acknowledges these and develops lessons from them so that mistakes are less likely to occur in the future. These will not remain hidden, but will be used to learn and develop.

For Fuse, external communications are especially important because we are committed to working with external partners to develop the research agenda and research how best to get evidence into practice.

External communication processes

The ways in which we communicate with those beyond Fuse itself are varied, and, indeed, the boundary between what is 'in' Fuse and what is 'outside' should be a permeable one to some extent, with knowledge translation being aided by opportunities for other academic staff and policy and practice partners to share in Fuse activity. We value our established relationships and networks with research user communities and seek to extend them by involving users at all stages of the research. The ways in which we will aim to do this include:

- the development of a website which is fully interactive and informative – an active rather than a passive resource. Non-Fuse users will be able to register and obtain access to a portfolio of information and resources, join groups and discussion streams and be alerted to news and events. This mechanism will eventually allow us to set up 'special interest' groups for each research topic to share good research practice, to encourage collaboration and to provide a focus for discussion/development on each research topic/theme
- the appointment of a full time Knowledge Exchange Broker to support the involvement of service user partners and to develop shared agendas with them and act as an intermediary and knowledge broker
- the pursuit of forms of funding which emphasise communication and knowledge exchange with practice and policy partners (e.g. CASE studentships, Knowledge Transfer Partnerships)
- the development of a bi-annual e-Newsletter for external consumption, publicising the results of completed work and forthcoming events, but also

advertising opportunities for future collaboration in research. Different work streams will be highlighted in sequence

- the development of a range of Fuse textual and presentational material to enable consistency of message to be delivered. This will range from material to be included in email signatures to short passages which can be incorporated into PowerPoint presentations, grant applications and published outputs, etc
- the development of a presence at targeted conferences or within streams and workshops at conferences. Fuse needs to be represented at conferences to communicate and disseminate the Centre's research findings at national and international levels. Earmarked funding for the development of Fuse conferences is limited, though held an international Knowledge Exchange conference in Spring 2011 and will host the UKCRC PHR CoE's conference in July 2012. However cheaper or cost free opportunities can be seized where people have a role in organising academic conferences and can arrange for Fuse material to be included in conference packs or where stand space can be negotiated at conference exhibitions. The development of branded materials (e.g. pop up stands, generic paper leaflet, Fuse PowerPoint presentation) will support this
- the production of a printed glossy leaflet outlining Fuse purpose and activities which can be left with policy and practice partners, incorporated in conference packs etc
- the development of a Short Reports series to summarise the Knowledge Exchange potential of completing projects. These can be lodged on the website, but limited numbers of paper copies may be made available for distribution in conference settings for example
- the development of an 'image bank' of good quality, non copyrighted photographs that can be used for illustrative purposes on website and in printed materials, or made available to media to illustrate stories. We will explore the use of the www.Flickr.com facility for this purpose
- the Centre will seek to use the media in a planned way. Being proactive, as opposed to simply reactive, in terms of media relations, can allow us to:
 - Influence policy and develop a reputation for sound advice, which policymakers may follow up. For politicians in particular, a piece of research may only become 'real' when it has appeared in a newspaper.
 - Appeal to the public. A raised profile may also make it easier to gather data, research participants and case studies for further research.

- Establish a reputation for expertise. Journalists usually see academics as impartial experts so media relations can help to raise personal profiles, establishing Fuse staff as recognised experts or commentators in the field.
- Focus our thinking. Meeting the challenge of explaining why our research is important clearly and succinctly to a general audience can help to focus thinking and sharpen the research agenda.

We will therefore build good relations with the personnel responsible for publicity in collaborating academic institutions and look at how we can use their expertise and contacts to add value to our work in Fuse. We will also develop some Fuse-wide training on handling media relations, to be delivered at a Members' meeting in autumn 2011.

Strategic action points:

Develop the website further as an outward facing communications tool, with a more 'active' front-page portal, directing visitors to major stories and information sources.

Appoint a Knowledge Exchange Broker, who will have a key role in developing relationships with policy maker and service provider colleagues.

Identify sources of funding which emphasise knowledge exchange and communications with external partners.

Develop a bi-annual e-newsletter directed at policy and practice partners.

Continue to acknowledge Fuse in academic publications, grant applications and at academic conferences in a systematic way.

Develop materials that will support awareness-raising about Fuse and establish a targeted list of conferences and meetings at which it will be important to have a presence.

Develop a Short Reports series, which offer brief versions of end of project reports or summaries of published pieces.

Produce a generic glossy Fuse leaflet, which explains our purpose and activities succinctly.

Explore the potential for the establishment of an image bank, which can be used to illustrate public health stories.

Establish a proactive way of engaging with and managing local and national media to publicise ongoing or completed work, and train Fuse staff to be able to be part of this.

6 Measuring impact and evaluating success

Developing understanding of impact and communications

Having established a clear idea of what impact we desire to have (and on whom) and with a communications plan in place for how we will deliver this, we will be able to evaluate progress towards our goals. Planning in monitoring mechanisms for the Centre's impact activities is essential so that success can be captured and activities improved upon as the Centre progresses.

CMG will recommend this Impact and Communications Strategy to all Fuse members and establish opportunities at various meetings and through the website to highlight the importance of developing impact from our work and communicating it to our target audiences.

Monitoring communication activity within research projects

Specifically we will ask CMG to incorporate into the criteria for Fuse adopted or affiliated activity the expectation that an impact and communication plan be presented as an integral part of the research process and will ask that it be planned for and costed accordingly.

It will thereafter be easier for the Communications Officer to monitor communication activity, help plan communication activities in advance with research teams and measure activity against stated aims.

Monitoring the brand

We have now produced simple brand (corporate visual identity) guidelines, which include guidance on application of the logo and wider identity. These will be made available electronically and posted on the Fuse website. The Communications Officer will oversee the use of the new identity to ensure consistency and arrange training if needed. New staff will be offered a short session on correct use as part of their induction. Use of the brand and Fuse materials in email signatures, in presentations and at conferences will be monitored.

Monitoring website usage

The website has the facility to allow us to calculate usage of different aspects of the site. The Centre Administrator and Communications Officer will update material constantly, when advised by staff and students. Staff and students will be asked annually to comment on any changes required to content or function of the site. Website usage will be reviewed by the Communications Group.

Monitoring media relations

Communicating research findings to people outside the academic and policy/practitioner community discussed previously is also essential. Not only must we justify the public money that goes into research in terms of its outcomes and

impact, but it is also a core aspect of the business of knowledge exchange - enhancing the public's understanding of public health and communicating that research to people who can make use of it. We will therefore establish a 'cuttings service' to monitor Fuse exposure in the media. This will be developed and promoted by the Communications Officer on the Fuse website.

Evaluating impact and communications

It is important to monitor the impact we are having on academic colleagues, practice and policy partners and so on. At this stage we do not envisage anything more formal than informal liaison with all partners to assess this, but we will keep this under review and - where possible and in relation to specific ventures - we will conduct formal evaluation of our activities.

Strategic action points:

Require that all Fuse associated projects include a plan for developing impact and communications, and monitor this aspect of activity.

Monitor levels and types of website usage amongst both Fuse members and associates, and other external users. React to demands for new website based services and developments.

Monitor the use of CVI guidelines and react accordingly, offering training and support where necessary.

Monitor media coverage by developing a 'cuttings' repository on our website.

Evaluate Fuse impact and communications through regular liaison with policy and practice partners, funding agencies and academic colleagues.

7 Appendices

- **Appendix 1 - Key audience information**
- **Appendix 2 - Strategic action plan**
- **Appendix 3 - Glossary of terms**

Appendix 1 - Key audience information

Key Audience	Examples	Activities	Channels of Communication
External			
All key external audiences	Funding bodies e.g. UKCRC	Raise awareness Develop understanding of value of Fuse activity Generate engagement	These overall aims will be met via the methods outlined below:
	Service and policy partners in health related services (NHS, Local Authority, GP commissioners, third sector organisations etc)	Develop use of the website Promote the use of discussion streams etc Pass information around via website	Website - continue to develop the website as an interactive external communications tool through presentations at face-to-face meetings and through the production of a 'dummies' guide'
	Other academic researchers at national and international levels	Ensure that all levels of Fuse are represented where possible and appropriate	
	Senior members of the management of our own higher education (HE) institutions	Success stories (showing progress against performance indicators)	Adapted to audience - (e.g. Concise factual report with detailed evidence / narrative, summary version with worked case studies)
	Public media		
	Members of the public, service users etc		
	Other audiences: Government Other Centres of Excellence in public health	Publicising completed work, events, advertising opportunities for future collaboration in research and highlighting different work streams	Bi-annual e-newsletter Newsletters (electronic and paper versions) Flyers - (a generic Fuse version and

	<p>National Public Health Research Consortium</p> <p>Scottish Collaboration for Public Health Research and Policy (SCPHRP)</p> <p>ESRC National Research Methods Centre</p> <p>Other existing collaborators</p>		<p>one specific to a project where appropriate)</p> <p>Glossy leaflet outlining Fuse purpose and activities</p> <p>Short reports series to summarise the knowledge exchange potential of completing projects</p> <p>New media (e.g. twitter, RSS feeds, facebook, podcasts, filming (and live streaming) of key seminars, links with other websites, email alerts, email footers to promote projects, major publications, events)</p>
		<p>Develop Fuse textual and presentational material to enable consistency of message to be delivered</p>	<p>Branded materials - (e.g. pop up stands, generic paper leaflet, Fuse PowerPoint presentation, email signatures, bid docs etc)</p>
		<p>Encourage and support Fuse presence at targeted conferences or within streams and workshops at conferences</p>	<p>Fuse conferences / workshops</p> <p>Other academic conferences - (Fuse material to be included in</p>

			conference packs or where stand space can be negotiated at conference exhibitions)
		Evaluate Fuse impact and communications	Regular liaison with policy and practice partners, funding agencies and academic colleagues
Specific key external audience related activity			
<p>Research user communities and academic researchers at national and international levels</p> <p>Other academic staff and practice and policy partners</p>		<p>Seek to extend established relationships and networks with research user communities by involving users at all stages of the research</p> <p>The pursuit of forms of funding which emphasise communication and knowledge exchange e.g. CASE studentships, and Knowledge Transfer Partnerships (KTP)</p>	<p>Academic journals</p> <p>Research networks and Jiscmail lists</p> <p>Knowledge Exchange Broker to support involvement to develop shared agendas and act as an intermediary</p> <p>The Knowledge Exchange Group (KEG) will contribute to the evidence-base on how best to ensure that research evidence is accessible and shared in a way which will benefit the development of policy and practice</p>
Funding bodies - our own funders, but also	Core funders – BHF, CRUK, ESRC, MRC NIHR	Provide additional intelligence, information and evidence through	This will be done through face-to-face contact and attendance at:

<p>others to whom we apply for personal, project or programme funding</p>	<p>UKCRC encompasses many organisations with whom Fuse can work as partners, research customers and influences</p>	<p>research expertise and unique partnership approach</p>	<p>Conferences and academic events - (e.g. SSM, UKSBM, and UKPHA)</p> <p>Public and professional events - (e.g. ESRC festival of social science, and Fuse Quarterly Research Meetings (QRM))</p> <p>Participation on committees and advisory boards - (e.g. NIHR PHR, RfPB and SDO)</p>
<p>Service and policy partners in health related services</p>	<p>NHS, Local Authority, GP commissioning, third sector organisations etc</p>	<p>Need to generate awareness and interest in what Fuse does before we can expect to have an impact on practice or policy</p> <p>Need to be clear that our principal targets in terms of making impact are those who deliver service or develop the policy that drives such services</p> <p>Build sustainable capacity for health improvement in the North East</p> <p>Influence the nation's health to share knowledge and undertake collaborative research and related activities</p>	<p>Face-to-face collaboration with the NHS, Local Authority, and third sector organisations engaged in the wider public health arena</p> <p>Knowledge Exchange Broker to support involvement to develop shared agendas and act as an intermediary</p> <p>The Knowledge Exchange Group (KEG) will contribute to the evidence-base on how best to ensure that research evidence is accessible and</p>

			shared in a way which will benefit the development of policy and practice
Public media	Local and national media Press and public relations staff in collaborating academic institutions	Proactive as opposed to simply reactive in terms of media relations Influence policy and develop a reputation for sound advice, which policymakers may follow up Found a reputation for expertise, establishing Fuse staff as recognised experts or commentators in the field Appeal to and raise Fuse profile with the public Build good relations with the personnel responsible for publicity in collaborating academic institutions	Press releases / media events
Members of the public, service users etc		Research on patient and public interaction with services, in order to inform service deliverers why interventions are unsuccessful or are generating inequalities Communicating research findings to people outside the academic and policy / practitioner community	No direct interaction - (prime need to interact with those who develop policy or deliver services) Information should enter the public domain via press releases / media events Public involvement

		<p>Core aspect of knowledge exchange to enhance the public's understanding of public health and communicate that research to those who make use of it</p> <p>Develop, evaluate and implement theory driven interventions to change individual, population and professional behaviour</p>	<p>(handled to date) through the Public Involvement and Engagement Committee (PIEC)</p>
Non-Fuse users		<p>Create a website which is fully interactive and informative - an active rather than a passive resource</p> <p>This mechanism will eventually allow us to set up 'special interest' groups for each research topic to share good research practice, to encourage collaboration and to provide a focus for discussion/development on each research topic/theme</p>	<p>Non-Fuse users will be able to register and obtain access to a portfolio of information and resources, join groups and discussion streams and be alerted to news and events</p>

Internal - geared towards developing an impact-led culture

Collaborative partnership of the five North East universities to deliver Fuse - Durham,	<p>Fuse staff</p> <p>Students</p> <p>Senior investigators</p>	<p>Raise awareness</p> <p>Develop understanding of value of Fuse activity</p> <p>Generate engagement</p>	<p>These overall aims will be met via the methods outlined below:</p>
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Newcastle, Northumbria, Sunderland and Teesside	Associate directors University teams	<p>Develop use of the website to communicate information</p> <p>Promote the use of discussion streams etc</p> <p>Ensure that all levels of Fuse are represented where possible and appropriate</p> <p>Allowing access to and from a whole range of other groups, discussion forums and resources</p>	<p>Website - continue to develop the website as an interactive internal communications tool with intranet facility through presentations at face-to-face meetings and through the production of a 'dummies' guide'</p> <p>Staff and students will be asked annually to comment on any changes required to content or function of the site</p>
		<p>Bring together a critical mass of research leaders and groups from the five North East universities to develop and deliver a programme of world class translational public health research</p>	<p>Extensive national and international collaborative networks</p>
		<p>Expand public health research capacity</p>	<p>New posts and PhD studentships</p> <p>Encourage staff and students to publish the results of their work in the highest grade peer reviewed journals</p>

		<p>Develop group identity and provide a simple way of finding out what is happening within the university teams that make up the centre</p> <p>Publicising completed work, events, advertising opportunities for future collaboration in research and highlighting different work streams</p>	<p>Monthly internal bulletin posted on the website to act as a source of information (advised via an email alert to all staff)</p> <p>Email lists</p> <p>New media (e.g. twitter, RSS feeds, facebook, podcasts, filming (and live streaming) of key seminars, links with other websites, email alerts, email footers to promote projects, major publications, events)</p> <p>Newsletters (electronic and paper versions)</p> <p>Flyers - (a generic Fuse version and one specific to a project where appropriate)</p> <p>Glossy leaflet outlining Fuse purpose and activities</p> <p>Short reports series to summarise the knowledge exchange potential of completing projects</p>
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		<p>Establish opportunities at various meetings and through the website to highlight the importance of developing impact from Fuse work and communicating it to target audiences</p>	<p>Centre Management Group (CMG) will recommend impact and communications strategy to all Fuse members</p>
		<p>Fuse textual and presentational material to enable consistency of message to be delivered</p> <p>Fuse brand materials in email signatures, presentations and conferences will be monitored</p>	<p>Branded materials (e.g. pop up stands, generic paper leaflet, Fuse PowerPoint presentation, email signatures, bid docs etc)</p>
		<p>Bringing people together to help plan Fuse strategy and pass information around to ensure that all levels of Fuse are represented where possible and appropriate</p>	<p>Committee and meeting structures</p> <p>Quarterly Research Meetings (QRM) (teams host on substantive public health themes)</p> <p>Six-monthly Fuse members meetings (focus on strategy and process)</p> <p>Informal meetings:</p> <p>Student supervision groups (PhD students)</p> <p>Project management groups</p> <p>Informal support groups (post graduate research students/centre staff)</p>

		<p>Fuse-wide training on handling media relations</p> <p>New staff will be offered a short session on correct use of the Fuse brand as part of their induction</p>	<p>Courses and training modules</p>
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Appendix 2 - Strategic action plan (this is a static template used as a living document by the Fuse Communications Group in its planning)

Strategic Action	Time Scale	Priority	Assigned	Progress
Continue to review impact and communication strategy on an annual basis.				
Impact objectives:				
Gear internal communications towards developing an impact-led culture.				
Generate awareness and interest in what Fuse does.				
Highlight case studies where we are particularly close to being able to move from evidence to impact.				
Target those who deliver service or develop the policy that drives such services.				
Be aware of and capture the full impact of Fuse activities as well as the planned impact.				
Communications objectives:				
Continue to plan and manage Fuse communications.				
Continue to build brand awareness and a strong consistent message, in order to deliver maximum impact.				
Identify key target audiences and likely 'early adopters'.				
Identify targeted themes for ensuring maximum impact.				
Explore the whole range of communications methods, including new media.				
Internal communication:				
Continue to review the best format for meetings that allow all to share in the way the Centre is developing.				
Continue to develop the website as an interactive internal communications tool through presentations at face-to-face meetings and through the production of a 'Dummies' Guide'.				
Develop a monthly bulletin of Fuse news and developments to be uploaded onto web pages and advised via an email alert to all staff.				
External communication:				
Develop the website further as an outward facing communications tool, with a more 'active' front-page portal, directing visitors to major stories and information sources.				
Appoint a Knowledge Exchange Manager, who will have a key role in developing relationships with policy maker and service provider colleagues.				

Identify sources of funding which emphasise knowledge exchange and communications with external partners.				
Develop a bi-annual e-newsletter directed at policy and practice partners.				
Continue to acknowledge Fuse in academic publications, bid documents and at academic conferences in a systematic way.				
Develop materials that will support awareness-raising about Fuse and establish a targeted list of conferences and meetings at which it will be important to have a presence.				
Develop a Short Reports series, which offer brief versions of end of project reports or summaries of published pieces.				
Produce a generic glossy Fuse leaflet, which explains our purpose and activities succinctly.				
Explore the potential for the establishment of an image bank, which can be used to illustrate public health stories.				
Establish a proactive way of engaging with and managing local and national media to publicise ongoing or completed work, and train Fuse staff to be able to be part of this.				
Measuring impact and evaluating success:				
Require that all Fuse associated projects include a plan for developing impact and communications, and monitor this aspect of activity.				
Monitor levels and types of website usage amongst Fuse members and associates, and external users. React to demands for new website based services and developments.				
Monitor the use of Corporate Visual Identity (CVI) guidelines and react accordingly, offering training and support where necessary.				
Monitor media coverage by developing a 'cuttings' repository on our website.				
Evaluate Fuse impact and communications through regular liaison with policy and practice partners, funding agencies and academic colleagues.				

Appendix 3 - Glossary of terms

BHF - British Heart Foundation

CASE - Collaborative Award in Science and Engineering (studentships)

CMG - Centre Management Group

CRUK - Cancer Research UK

CSB - Centre Strategy Board

CVI - Corporate Visual Identity

ESRC - Economic and Social Research Council

HE - Higher Education

KEG - Knowledge Exchange Group

KTP - Knowledge Transfer Partnerships

MRC - Medical Research Council

NIHR - National Institute for Health Research

PHINE - Public Health Information North East

PHR - Public Health Research

PIEC - Public Involvement and Engagement Committee

QRM - Quarterly Research Meetings

RfPB - Research for Patient Benefit

RSS - Really Simple Syndication

SCPHRP - Scottish Collaboration for Public Health Research and Policy

SDO - Service Delivery and Organisation

SSM - Society for Social Medicine

UKCRC - UK Clinical Research Collaboration

UKPHA - UK Public Health Association

UKSBM - UK Society for Behavioural Medicine



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