Session Objectives

• Review tools for assessing impact

• Understand the steps to selecting Key Performance Indicators (KPIs)

• Overview of best practices and considerations for Impact Assessment
TOOLS FOR MEASURING IMPACT
Perennial Challenges in Impact

**Time lags:** how do we assess the impact of research if impact usually takes a long time? When is the right timing?

**Attribution and contribution:** how do we attribute specific impacts to specific research projects and researchers (and vice-versa) if research is often incremental and collaborative?

**Marginal differences:** how do we distinguish between high and low impact if there is no shared understanding of impact or assessment standards yet?

**Transaction costs:** how do we ensure that the benefits of assessment outweigh its costs?

**Unit of assessment:** how do we determine an appropriate unit of assessment if research can be multi-disciplinary and multi-impactful?
Furthermore R&I is a Complex Adaptive Ecosystem
How Do We Optimize Impact?

“What gets measured gets improved”

Peter F. Drucker
Impact Pathways: Tracing Research to Impact and Back Again

- A tool that describes the theory of change underlying strategy
- A picture of how your strategy works from the point of linking inputs to achieving desired impacts
- It characterizes your strategy through a system of components with context being important
- Used to identify causality and expose gaps in a strategy
- Serves as a guide for your impact strategy, assessment and communicating (desired) impacts
Pathways to Impact Concepts and Questions

Organization Mission/Goals/Objectives

**INPUTS**
What resources were invested?

**PROCESSES**
What key activities are you doing to accomplish mission/goals/objectives?

**OUTPUTS**
What are the direct results of the activities?

**OUTCOMES**
What are the short to long term consequences of your outputs?

**IMPACTS**
What are the benefits from your outcomes?

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Your Planned Work

Your Intended Results
Indicators Along the Pathways to Impact

**Inputs**
- Staff
- Time
- Money
- Technology
- Partners

**Processes**
- Deliver R&I programs
- Develop
- Educate
- Industry Engagement
- Work with media

**Outputs**
- Participation:
  - Programs completed
  - Products produced
  - Industry partnerships
  - Media engagement

**Outcomes**
- Reaction:
  - Trainee satisfaction

**Impacts**
- Awareness:
  - Awareness of products
  - Knowledge
  - Skills
- Adoption:
  - Behavioral Change
  - Adoption of products
  - Policies/practices
  - Decision making
- Participation:
  - Programs completed
  - Products produced
  - Industry partnerships
  - Media engagement

**Benefits**:
- Health
- Environmental
- Social
- Economic prosperity

**Attribution**
- Time – Short to Long

**Contribution**
PERFORMANCE MEASURES
Indicators Defined

Measure, metric and indicator often used interchangeably

**Indicator**: The particular characteristic or dimension used to determine change (e.g., speed)

**Measure/metric**: The unit of measurement (e.g., km/hr)
Use Indicators/Measures to Think Through What Counts as Evidence

- Economic Impact Index
- Policy Impact Index
- Collaborations with End-Users
- Media Mentions of Research
- Bibliometrics Indicators
- Numbers of Researchers in Sectors
- Citation of Research Within Community
- Consulting with Industry
- Number of New Companies
- Researcher Satisfaction
- Number of New Products
- Career Progress
Characteristics of ‘Good’ Indicators

- Exist at multiple units of assessment
- Focus individuals on achieving mission/goals
- Help track progress to achieving mission/goals
- Informs decisions and actions to course correct
- Feeds into reporting systems
- Provide the evidence to answer stakeholder questions
- Tells a brief, convincing story of about what has (or has not) been achieved

Develop indicators with the end in mind.
Steps for Generating and Selecting Indicators

1. **Engage** stakeholders and strategically align

2. **Develop** assessment questions across your impact pathway

3. **Generate** a list of possible indicators

4. **Assess** and select the Key Performance Indicators (KPIs)

5. **Review** indicators for use and action
Step 1: Engage Stakeholders & Strategically Align

Participative approach
- Ask stakeholders about their impacts and indicators of interest

Strategically align & review purpose and target
- Vision & mission
- Program goals & objectives
- Organisational and or external requirements
Strategic Alignment Considerations

• Align to your organization’s mission and strategic plan
• Align to your stakeholder’s requirements and mandates
• Identify the level(s) of aggregation (units of assessment) you are interested in:

  Macro
  - Society
  - Research & Innovation Ecosystem

  Meso
  - Field/Area
  - Organization/Institution

  Micro
  - Department/Portfolio/Program
  - Project/Individual
Step 2: Develop Impact Assessment Questions

- Develop impact assessment questions
- Ask stakeholders what they need to know
- Indicators give the evidence to answer their questions
Step 3: Generate a List of Possible Indicators

**Best Practices**
- Systematic Literature Reviews
- White Papers

**Methods (Qualitative & Quantitative)**
- Bibliometrics
- Network Analysis
- Econometrics
- Psychometrics
- Case Studies
- Etc.

**Indicator Sources**
- Indicator libraries
- Software application tools (e.g., Elsevier, Researchfish, Altmetrics)
- Grant applications and reports
- Evaluations and surveys
- Text mining impact case studies
Best Practice Examples

Guidelines, Manifesto, Standards, Professional Organizations

**EC GUIDELINES**

**ISRIA IMPACT STATEMENT**

**RESEARCH METRICS STANDARDS**

**RECOMMENDATIONS**
Methods: Two Approaches – Fit for Purpose

Benchmarks for Comparison Purposes

Easier to benchmark if use standardized indicators with definitions

- Enables comparison across different organizations
- Assist in driving continuous improvement

Use of Impact Categories allows “Fit for Purpose” Indicators

Identifies common impact areas

- Encourages thinking about the types of impact
- Can choose different indicators
- Allows for customised continuous improvement

NAPHRON INDICATORS

ENVIROMENTAL IMPACT CATEGORIES

SOCIAL IMPACT CATEGORIES

ECONOMIC IMPACT CATEGORIES
Approach 1: NAPHRO

**BIBLIOMETRICS PROJECT**

- Publications
- Publications in top journals
- Publications by top 20 researchers
- Life Science Specialization Index (SI)
- Comparative publication rates (CPR)
- Average Relative Impact Factor (ARIF)
- Average Relative Citation (ARC)
- Interprovincial field comparisons
- Interprovincial collaboration rates
- ARIF of interprovincial collaboration
- International collaboration rate
- Academic user collaboration rate
- International collaboration – top 10
- Educational impacts

**ECONOMETRICS PROJECT**

- Provincial share of national & other funding
- Research & Innovation (R&I) GDP
- Pharmaceutical R&I spending
- Biotechnology R&I spending
- Federal-level funding success rates
- Patents
- Licensing
- Spin-offs
- Employment
- Educational impacts
### Approach 2: CSIRO Fit for Purpose Indicators

<table>
<thead>
<tr>
<th>ENVIRONMENTAL IMPACT CATEGORIES</th>
<th>SOCIAL IMPACT CATEGORIES</th>
<th>ECONOMIC IMPACT CATEGORIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Ecosystem health and integrity</td>
<td>2. Access to resources and opportunities</td>
<td>2. Trade an competitiveness</td>
</tr>
<tr>
<td>3. Climate</td>
<td>3. Quality of life (material security and livelihoods)</td>
<td>3. Productivity and efficiency</td>
</tr>
<tr>
<td>5. Energy generation and consumption</td>
<td>5. Security (e.g. cyber, biological, civil and military)</td>
<td>5. Policies and programs</td>
</tr>
<tr>
<td>7. Aquatic environments</td>
<td>7. Indigenous culture and heritage</td>
<td>7. Securing and protection existing markets</td>
</tr>
<tr>
<td>8. Built environments</td>
<td>8. Innovation and human capital (creativity and invention)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>9. Social cohesion</td>
<td></td>
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</tbody>
</table>

**ALBERTA INNOVATES**
Indicator Sources: Indicator Libraries

100 Metrics to Assess and Communicate the Value of Biomedical Research
An Ideas Book

Susan Guthrie, Joachim Krapels, Catherine Lichten, Steven Wooding

https://www.rand.org/pubs/research_reports/RR1606.html
## CAPACITY BUILDING

<table>
<thead>
<tr>
<th>Category</th>
<th>Indicator</th>
<th>Description</th>
</tr>
</thead>
</table>
| PERSONNEL              | Graduated research students in health-related subjects                    | • Number of graduated PhD/ MSc/MD, annual, year over year  
• Should be able to disaggregate to subjects, gender, etc.                                                                                       |
|                        | Number of research and research related staff in Canada                    | • Split into researchers, research assistants, and other staff  
• Can be disaggregated by province, research sector, etc.                                                                                          |
| FUNDING                | Level of additional research funding                                       | • Funding from “external” sources that can be attributed to the capacity built in an organization, institution, or region. Could also include matched funding.                                                |
| INFRASTRUCTURE FUNDING | Infrastructure grants ($)                                                  | • The amount of collar of infrastructure funding pulled in by a research project, group, organization.                                                                                                    |
|                        | % of activity grants with infrastructure support                           | • Co-ordination of infrastructure grants with activity grants by identifying which grants have received additional infrastructure support to allow the research to occur.          |
| ASPIRATIONAL INDICATORS | Receptor capacity                                                         | • Ability of those in policy and administrative positions to take research findings on board.                                                                                                               |
|                        | Absorptive capacity                                                       | • Ability of researchers to take on other research from outside their organization, country etc. and exploit that knowledge                                                                            |

Step 4: Assess and Select the Best KPIs Using Best Practice Criteria

- **F**ocused on the organization’s objectives
- **A**ppropriate for the stakeholders who are likely to use the information
- **B**alanced to cover all significant areas of work performed by an organization
- **R**obust enough to cope with organizational changes (such as staff changes)
- **I**ntegrated into management processes
- **C**ost-effective (balancing the benefits of the information against collection costs)

## Consensus Tools for Selecting Key Performance Indicators

<table>
<thead>
<tr>
<th>1. DELPHI TECHNIQUE</th>
<th>2. INDICATOR QUADRANT TECHNIQUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structured way to collect qualitative information from experts in relevant fields</td>
<td></td>
</tr>
<tr>
<td>Use ranking, scoring &amp; feedback to arrive at consensus</td>
<td>FEASIBILITY +</td>
</tr>
<tr>
<td>Used to develop &amp; select performance indicators</td>
<td>IMPORTANCE -</td>
</tr>
<tr>
<td>Delphi characteristics:</td>
<td>IMPORTANCE +</td>
</tr>
<tr>
<td>• Structured information flow</td>
<td>FEASIBILITY -</td>
</tr>
<tr>
<td>• Regular feedback</td>
<td></td>
</tr>
<tr>
<td>• Participant anonymity</td>
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</tr>
</tbody>
</table>

(ALBERTA INNOVATES)
### Step 5: Review Indicators for Use and Action

#### CAUTIONS

- Only selecting available indicators
- Measuring too many things
- Using too narrow of a set
- Using only lagging indicators
- Double counting
- Focusing on the indicator

#### HOW TO MITIGATE

- Identify aspirational indicators & data sources
- Select a key set of indicators
- Select balanced set of indicators
- Balance with leading indicators
- Look at contribution
- Focus on the program change

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**Implementation Issues**

- ✓ Not involving stakeholders early on
- ✓ Too many indicators
- ✓ Metrics not tied to strategic objectives
- ✓ Baseline and trending not completed
Considerations When Implementing Performance and Impact Management Systems
Understand Criteria for Success
Widely Used Criteria

<table>
<thead>
<tr>
<th>Research</th>
<th>Performance &amp; Evaluation Audit</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Excellence</td>
<td>• Relevance</td>
</tr>
<tr>
<td>• Impact (e.g. Reach, significance)</td>
<td>• Efficiency</td>
</tr>
<tr>
<td></td>
<td>• Effectiveness</td>
</tr>
<tr>
<td></td>
<td>• Utilization</td>
</tr>
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<td></td>
<td>• Sustainability</td>
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</tbody>
</table>
Key Considerations and Trade Offs When Implementing

**Short Term** (1-2 years) vs. **Long Term** (over 8 years)
- **Depth**
- **Breadth**
- **Flexibility**
- **Comparability**
- **Improvement**
- **Assessment**
University of Regina Indicators

Four of 13 metrics in PMF relate to research

1. Research Grants
2. Research Revenue
3. Average of Relative Citations (ARC)
4. International Research Collaborations
**RESEARCH IMPACT OBJECTIVE:**

**Strengthen support required for students and researchers to deliver high impact outcomes.**

**Indicators of Success:**
- Increased funding and titled scholarships for supporting and recruiting high-calibre graduate students.
- Increased Tri-Council funding, alumni-funded research monies and other partnership research monies.
- Increased success rate of external grant applications.
- Increased number of research-related partnerships specific to the strategic research clusters.
- Increased amount of research in and about Saskatchewan for the benefit of Saskatchewan residents.
- Increased research publication impact factors.
- Increased funding support for, and professional recognition of, community-engaged scholarship.
- Increased research impacts in our communities and in public policy.

**RESEARCH IMPACT OBJECTIVE:**

**Advance the profile and awareness of research successes locally, provincially, nationally and internationally.**

**Indicators of Success:**
- Increased number of external research partnerships.
- Increased number of positive research articles/stories in the local media.
- Increased proportion of stories on the University’s website and media releases devoted to research.
- Research-related communication strategy developed and implemented.
- Increased number of enquiries for University expertise.
- University becomes an essential partner to address community issues and concerns.
- University known as a leader in environmental sustainability.

**RESEARCH IMPACT OBJECTIVE:**

**Increase research partnerships and projects with First Nations and Métis people, communities and organizations, including the First Nations University of Canada.**

**Indicators of Success:**
- Increased internal and external funding specific to Indigenous research.
- Increased supports for faculty and students to practise Indigenous-based research.
- The diversity of ways that Indigenous inquiry is undertaken is appreciated and celebrated.
- Increased number of publications and presentations of Indigenous-based research.
• Considerations for University of Regina for implementing Research Impact indicators
APPLICATIONS IN PRACTICE
Modified Delphi Technique Selection of KPIs

Round 1: Online Survey
- Consensus to accept
- No Consensus
- Newly suggested

Round 2: In-person Meeting (discussion & survey)
- Refine
- Discuss, rate, approve removing not important
- Newly suggested
- Consensus to Accept
- No Consensus
- Consensus to Exclude
- Deduplication
- Identification of qualitative dimensions to capture through vignettes and impact narratives

Round 3: Online Survey
- Accepted Indicators Ranked
- Indicators Prioritized for Core Set

Initial Indicators: 46
- 18 accepted + 18 no consensus + 7 new

Final Accepted KPIs: 12
Using Performance Monitoring to Track Progress to Impact

Monitoring Progress to Impact

Assessing and Evaluating Impact

INPUTS > PROCESSES > OUTPUTS > OUTCOMES > IMPACTS

Developing an RIIA plan upfront to include monitoring, evaluation and assessment activities
Alberta Innovates Health Indicators Mapped Along the Pathway

- **Capacity Building**
  - AIHS Additional Questions
  - Investigators/Other Personnel and Trainees
  - Next destination & skills
  - Awards & recognitions
  - Further Funding
  - Research tools & methods
  - Research databases & models
  - Use of facilities & resources

- **Advancing Knowledge**
  - Publications
  - Collaborations & partnerships

- **Informing Decision Making**
  - Engagement activities
  - Artistic & creative products
  - Software & technical products
  - Influence on policy, practice, patients & the public

- **Health Impacts**
  - Medical products, interventions & clinical trials

- **Social & Economic Impacts**
  - Intellectual property & licensing
  - Spin outs
ALBERTA INNOVATES STRENGTHENS THE PROVINCIAL ECONOMY BY INVESTING IN TECHNOLOGY COMMERCIALIZATION.

The results of our mentorship and funding support for 570 Alberta technology-based small and medium sized enterprises (SME) are showcased here.

1,560 NET NEW JOBS CREATED. 87% are full-time.

12% of Canadian SMEs export
51% of AI funded post-revenue SMEs exported in 2017

69% of revenue growth generated outside the energy sector
70% of new jobs created outside the energy sector

2% Alberta
17% AI-funded SMEs

Statistics Canada - December 2017 Labour Force Survey

BEFORE ALBERTA INNOVATES SUPPORT

AFTER ALBERTA INNOVATES SUPPORT

794 PROJECTS
83% continue to be developed and commercialized in Alberta

SME SURVIVAL RATES

AI-FUNDED SME
89%

2-YEAR AVERAGE FOR CANADIAN SME
17%


$41.1 million in funding support was provided through three programs for 794 projects completed between 2013 and 2017.

Results are measured as the difference between the year prior to Alberta Innovates direct funding support and 2017.

EXPENDitures

INVESTMENT

$35.66
15% PUBLIC FUNDING
79% PRIVATE FUNDING

REVENUE

$6.40
$1.00

SME Net Revenue Growth
Alberta Innovates Funding

$1.00
Alberta Innovates Funding

Follow-on Investment
Key Messages

- Engage stakeholders as to their indicators of interest
- Impact pathways can be a useful tool
  - Use mixed methods and multi-data sources
  - Triangulate data sources for generating indicators
  - Use criteria to select a balanced set of KPIs
- Select indicators and metrics responsibly
- Don’t rush the process

Metrics alone are not sufficient for assessing impact

Recommended Readings

  https://evaluationcanada.ca/txt/2_competencies_cdn_evaluation_practice.pdf


• Treasury Board of Canada Secretariat. Standard on Evaluation for the Government of Canada
COMMUNICATING RESEARCH AND INNOVATION IMPACT

Kathryn Graham, Alberta Innovates
Session Objectives

• Considerations for impact communication
• Tactics to strengthen impact communications
• Applications in practice: impact case studies and narratives
CONSIDERATIONS FOR IMPACT ASSESSMENT
The value of research is only realized with communication and translation of results into real-world settings.

Without closing the loop, there is no beneficiary to all the tireless efforts put in by those dedicating their lives to the advancement of science.

Dr. Breanne Everett
CEO, Co-Founder of Orpyx Medical Technologies
Why Communicate Impact to Decision Makers?

So that knowledge generated through research is used to inform decisions contributing to environmental, health, social, and economic impacts.
Who Are “Decision Makers”?

Your Research Team
   Academia
   Research Institutions
   Funders

Industry
   Not-for-Profit
   Service Providers
   Patients/Public
   Policy Makers
How to Plan for Communication

1. Know your audience(s)
2. Identify your purpose(s) for communication
3. Use multiple communication channels suited to your audience(s)
4. Allocate resources for communication
5. Provide evidence & context to understand evidence
Know Your Audience

Seek to understand your audience’s:

- Knowledge
- Mindset & values
- Information needs (content & timing)
- Preferred mechanisms
- Potential use of information
Know the Context

Knowing your audience requires that you understand their context, including:

- Organizational goals & challenges
- Mechanisms used to communicate
- Other sources of information
- Factors influencing communication
- Factors influencing information use
**Purpose for Communication**

Communicate for...
- Sharing information
- Generating information
- Exchanging information
- Engaging decision makers

In order to...
- Build relationships
- Impart knowledge, tools
- Create awareness, interest
- Stimulate behavior change and inform policy/practice
Use Multiple Communication Channels

In person
- Presentations
- Policy/Briefing Notes
- Email/Listserv
- Reports
- Infographics & Visualizations

Publications
- Educational Materials
- Print & News Media
- Social Media
- Blogs
- Artistic Products
Allocate Resources for Communication

People
• Assign responsibilities for communication
• Acquire suitable expertise (content, audiences, mechanisms)

Time
• Dedicate time before, during & after the assessment

Money
• Allocate budget ($)
Evidence & Context

So What?

Provide decision makers with evidence in context (e.g., other research, standards, codes of practice, values)

Centers for Disease Control (2014)
http://www.cdc.gov/chickenpox/vaccine-infographic.html
TACTICS TO STRENGTHEN COMMUNICATION WITH DECISION MAKERS
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’
Telling the Story

"We have a list of measurable objectives"

VERSUS

"I have a dream"

Stephen Denning ‘The Leader’s Guide to Storytelling’

Source: Jonathan Grant, ISRIA
Paint a Picture

Use anecdotes, analogies, metaphors

Focus on action
(e.g., prefer active voice and S-V-O, avoid ‘it is’ or ‘there are’)

Example
The policy was endorsed by the committee.
The committee endorsed the policy.
Be Strategic In Presenting Data

Use charts and graphs sparingly
Design them to be easily interpreted
Avoid Hype

- There is a risk for the misuse of information
- Be clear about how to interpret your findings
- Ground yourself in data

Public Representation of Science
Recommendation 4.1: The stem cell research community should promote accurate, balanced, and responsive public representations of stem cell research.
Message Driven Communication

DEscribing Research
- Facts
- Analysis
- Conclusions
- Recommendations

Describing the Impact
- Impact
- Recommendations
- Conclusions
- Analysis & Facts

Turn Your Paper on Its Head!

Source: Jonathan Grant, ISRIA
With an increase in inflammatory mediators, you increase the amount of autotaxin produced which increases the amount of LPA. The problem with cancer is that there is this continual perpetual inflammation, so the production of inflammatory mediators never shuts off.

Autotaxin is a natural enzyme that our body makes to attack inflammation and help repair wounds. This enzyme does not recognize the difference between an injury and an inflammatory disease like cancer. As long as there is inflammation in your body, autotaxin will continue to produce the extra lipid that helps cancer grow and spread.
Share Your Passion
ACTIVITY

Headlines With Impact

• Read the case study provided and craft an impactful headline
What resources were invested?

What key activities are you doing to accomplish mission/goals/objectives?

What are the direct results of the activities?

What are the short to long term consequences of your outputs?

What are the benefits from your outcomes?

Using Pathways to Impact to Structure Communication
Data Science Fellowships – An Example

• A new fellowship program is designed to increase capacity in data science in a region
  • Fellowships will attract excellent researchers to the region
• They will:
  • Do research that builds the reputation of regional institutions
  • Teach students, who will go on to become data scientists
• Some of these students will move out of research and into industry leading to economic growth
Impact Pathway Example

**INPUTS**
- Advertising budget
- Pool of applicants
- Salaries
- Infrastructure – big data facilities
- Access to data sets

**PROCESSES**
- Advertising campaign
- Selection process
- Salaries
- Networking events
- Scholarship schemes

**OUTPUTS**
- Teaching
- Research

**OUTCOMES**
- Qualified Students
- Research knowledge advanced

**IMPACTS**
- More innovative companies
- Regional reputation for research

Qualified students leave region because they cannot afford house prices
APPLICATIONS IN PRACTICE: IMPACT NARRATIVES
Funder Examples of Communicating Impact

Collaborating from 'Door to Needle' to Implement New Stroke Therapy

Classification and prognostication of colorectal cancer

Colorectal cancer is known to have great inter-tumour diversity which means that the cells in the tumors can be very different. Tumours at the same stage can equally be very diverse and unpredictable. Due to this great diversity in colorectal cancer prognosis and response to treatment can be difficult to predict leading to both under- and overtreatment.

The research group under Jasper Bertram Bransen has found a molecular-subtype-specific biomarker that can be used to improve the prognosis for patients with colorectal cancer. The research group has analysed 1,100 colorectal cancer samples, discovered three different cancer cells and five tumour archetypes and made it possible to find specific subtype-biomarkers. This subtyping framework and the newly discovered biomarkers can be an important factor in improving the treatment and prognostics for colorectal patients.

There is annually 4,500 new cases and 1,900 deaths of colorectal cancer in Denmark, which accounts for 3.7% of all deaths. The findings and thereby other researchers can use the new subtypes in their research.
Key Messages

**STRUCTURE**
- Lead with your impact
- Communicate starting with the “so what?”
- Plan for communication before, during and after RIIA and resource accordingly

**EVIDENCE**
- Demonstrate robustness
- Communicate results through multiple channels

**NARRATIVE**
- Write clear compelling text
- Understand your audience to meet their needs and promote the use of RIIA
Recommended Reading

http://stephanieevergreen.com/category/blog/


http://www.mayaproject.org/blog/2015/10/4/top-twitter-tips-for-academics
Upcoming Events

SAVE THE DATE

RESEARCH AND INNOVATION IMPACT ASSESSMENT COURSE
JUNE 3–5, 2019  BANFF, ALBERTA, CANADA

ARE YOU ASKED QUESTIONS ABOUT IMPACT?
Learn how to measure the progress and value of your work to tell your impact story to diverse audiences. Join us at our next professional development course.

Go to albertainnovates.ca or email pmec@albertainnovates.ca for more information.

Optimizing impact through evidence

SAVE THE DATE

INTERNATIONAL SUMMIT IN THE TRENCHES: IMPLEMENTATION TO IMPACT
JUNE 7-8, 2019  BANFF, ALBERTA, CANADA

ARE YOU ASKED QUESTIONS ABOUT HOW TO BEST IMPLEMENT RESEARCH AND INNOVATION TO OPTIMIZE IMPACT?
Don’t miss the opportunity to join international experts and peers in implementation science and impact assessment as we bring these communities together to discuss how to bridge the gaps from implementation to impact. At the Summit, you will learn about:

- Most up to date implementation and impact assessment approaches that are in use regionally and internationally
- Case illustrations of scale up and spread initiatives from those who have put evidence into practice

Go to albertainnovates.ca or email pmec@albertainnovates.ca for more information.
Thank You!

Contact: Kathryn.graham@albertainnovates.ca