

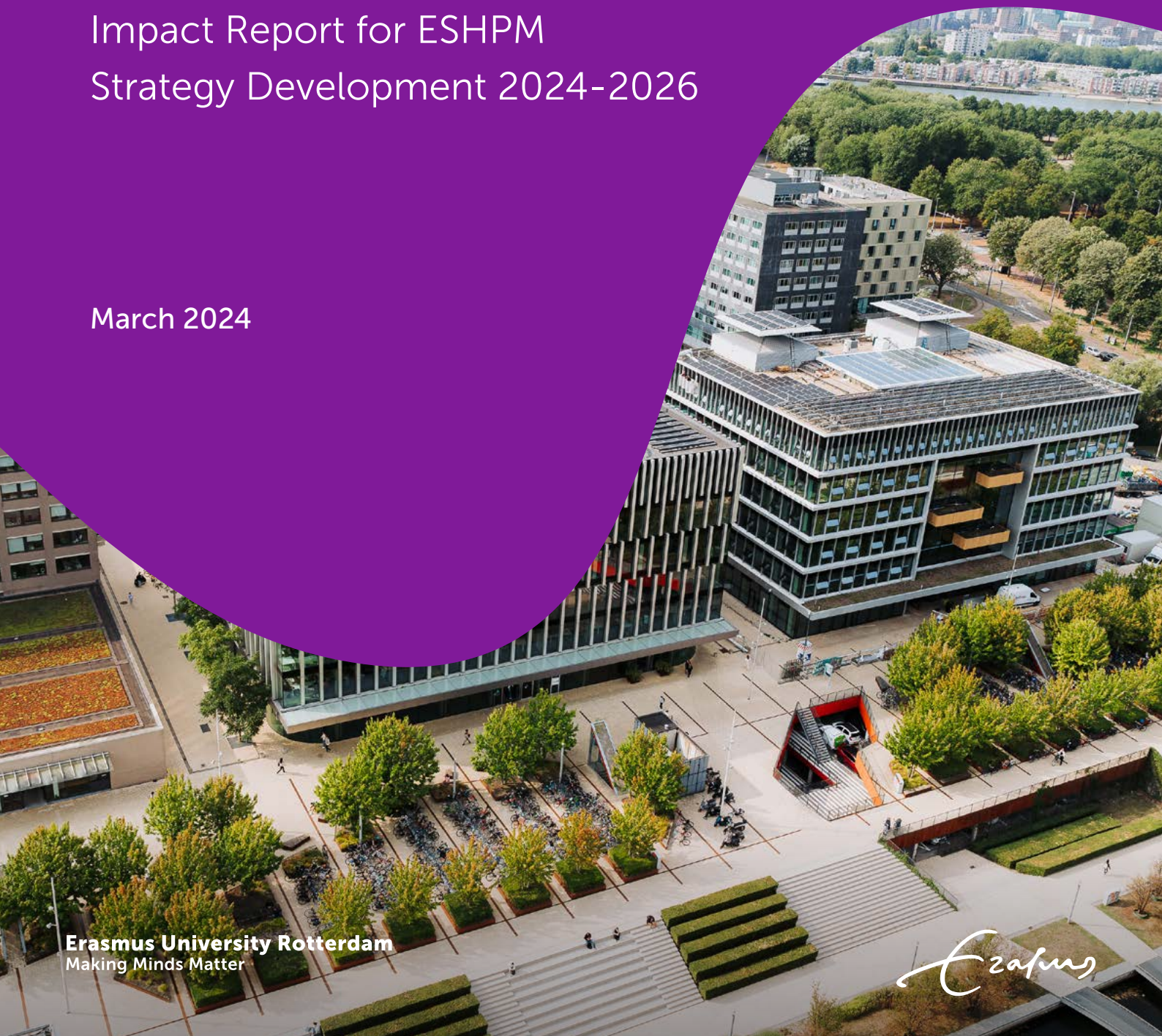
Erasmus School of
Health Policy
& Management

Advancing Societal Impact

Impact Report for ESHPM
Strategy Development 2024-2026

March 2024

Erasmus University Rotterdam
Making Minds Matter

The Erasmus University logo, featuring the word "Erasmus" in a stylized, cursive script.

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Colophon

Advancing Societal Impact

Impact Report for ESHPM Strategy Development 2024-2026

March 2024

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Foreword



Impact is the centre of the Erasmus University Rotterdam (EUR) strategy, creating positive societal impact. For some schools and disciplines, that strategy could entail a real ‘shift’ in focus. For Erasmus School of Health Policy & Management (ESHPM), this shift may not be so radical, given that ‘creating positive societal impact’ has been in our DNA for a long time. Ultimately, improving health care is the main motivator for all our colleagues.

Our linkages with health care practice and policy are extensive and impact is valued and made visible. Our methodological impacts, devising innovative instruments, processes and models, and the impacts we create with fundamental research are also clear. However, that impact focus is also slightly limited; mostly we see impact as the result of our research, whereas impact also results from our other core tasks, education, and engagement (the new understanding of valorisation). Impact can also have various types, such as conceptual and cultural impact and impact as enhanced connectivity. Moreover, as became clear in the conversations that were conducted across ESHPM, especially among junior and medior colleagues, some staff have less clarity on the ways in which they can create impact, and they feel there is less room and support for creating impact.

The reason we are formulating our own impact strategy is, therefore, not because we think ESHPM is currently not creating enough impact. However, there are various types of, and pathways to, impact, of which some we might not be as proficient in as others. The goal of our impact strategy process is to become more ‘conscious’ or ‘deliberate’ in our impact, to be more aware of the various types of, and the possible different pathways to, impact, and to understand the necessary preconditions and facilities to enable these types of impact by all staff. Also, being more deliberate in the impact types or pathways we select could help in (re) assessing our future activities and collaborations collectively as a School and by section within ESHPM.

As ESHPM moves towards developing a new strategy in 2024, we want to shift from our societal impact ambition and establish clear impact goals that fulfil our commitment to impact in a purposeful and concerted manner.

This document will be the basis for the ESHPM Strategy 2024-2026 that is currently being formulated, in which the strategic ambitions for research, education, engagement, and operations will be made explicit. Those ambitions will help us realise our impact ambition, and the impact ambition and aligned goals will inform the strategy.

ESHPM would like to thank the members of its internal and external community for their role in the development of this report. In 2023, we have conducted interviews, world cafes, walk-in sessions, and workshops with approximately 100 ESHPM staff, students, and external (academic) stakeholders. Thank you for all who were involved.

ESHPM also would like to thank the EUR Evaluating Societal Impact team who contributed to the development of this report. A special thanks to Nevien Kerk, Giovanna Lima, Shelby Sissing, and Latiffah Salima Baldeh. They have been an example of how cooperation between a School and central strategic teams can be effective, fruitful, and inspiring.

Jane Murray Cramm and René Karens

March 2024

In Summary

Societal Impact at ESHPM

As EUR moves towards being an impact-driven university, ESHPM partnered with the Evaluating Societal Impact (ESI) team to connect with its community and develop an impact strategy. This report results from interactions with approximately 100 ESHPM staff, students, and external (academic) stakeholders in 2023. This summary includes the ESHPM impact ambition and action points needed to maximise societal impact across Engagement, Research, Education and Operations which are further detailed in the rest of the report.

ESHPM Impact Ambition

We aim to contribute to sustainable health care for all.

Engagement

While a front-runner in its collaborations with organisations across health care, ESHPM can maximise its impact by 1) structuring engagement with societal partners with consideration to the Erasmian values, 2) investing in academic collaborations through staff knowledge exchange support, 3) increasing stakeholder diversity to encompass all actors involved in deciding, implementing, supporting or receiving health care, and 4) supporting both local and international research for all staff and students.

Research

ESHPM's research portfolio consists of impactful activities such as action research, trans- and interdisciplinary research and researching questions that originate from the field of health care. ESHPM can maximise its impact by 1) collaborating with research populations across knowledge development stages, and 2) supporting interdisciplinary collaborations (for PhDs).

Education

The education portfolio is already robust in impact-enabling activities such as the incorporation of network professors, guest lecturers, and the offering of internships. It can maximise impact by 1) further incorporating real-world challenges into curricula, and 2) encouraging networking for students to societal organisations and alumni to strengthen their impact capacity and connectivity.

Operations

ESHPM staff are already undertaking impactful activities, however, the operational support structures could be improved for staff to better balance, initiate and feel valued for their impact activities. Pathways identified include: 1) acknowledging the non-linear nature of impact in implementing Recognition & Rewards and workload distribution, and 2) investing in a research communication strategy.

| Engagement | Research | Education | Operations |
|---|--|---|--|
| Create code of conduct for partnerships and determine strategic partners for impact | Centre impact in research and research support strategies | Foster learning communities among students, teachers, and societal partners | Create research communication strategy |
| Provide opportunities for knowledge networks | Conduct awareness of societal challenges | Create internship / volunteer portal | Establish research communications support strategist role |
| Invest in research communication support | Fund secondments in societal organisations for PhD researchers | Establish alumni mentoring for students | Provide science communication support for academic staff |
| Invest in translation services | Facilitate interdisciplinary teams | Incorporate impact activities into education workload | Adopt clearer societal impact criteria for academic staff hiring, development, assessment of tasks |
| Build impact activities into workload | Support Open & Responsible Science | | |
| | Incorporate impact activities into research workload | | |



Introduction

ESHPM is a leading multi-disciplinary institute, aiming to have a positive impact on the future of health care. As EUR moves towards being an impact-driven university and encourages 'All schools define their own school-wide impact ambition and associated strategy and to shape their own impact governance'¹, ESHPM partnered with the Evaluating Societal Impact (ESI) team to create this societal impact report which serves as a basis for the ESHPM strategy 2024-2026 that is currently being formulated. Below we define societal impact at EUR, outline the ESHPM-ESI collaboration and summarise this societal impact report.

Societal impact at EUR

The EUR community recognises that positive societal impact stems from the commitment to fostering a deeper understanding of societal issues, possible approaches to dealing with these issues, and the collective ability to develop and apply these approaches through education, research, and societal engagement.

This all-encompassing definition reflects the diverse nature of the impact EUR aims to achieve, which can be categorised into six distinct forms: conceptual impact, cultural impact, instrumental impact, impact as enhanced connectivity, impact on capacity development, and transformational change as impact. These six types of impact are described and contextualised to ESHPM on pages 12 & 13.

ESHPM-ESI collaboration

ESHPM and ESI conducted multiple co-designed activities with approximately 100 ESHPM staff, students, and external (academic) stakeholders to 1) understand and contextualise current impact activities, practices, policies, and 2) identify and define the ESHPM community's impact ambition and strategic needs. This report articulates the voice of the ESHPM community as expressed in the 2023 activities.

Impact ambition and action points

This report outlines the impact ambition and impact action points to be used to inform the ESHPM strategy 2024-2026.

First, the School impact ambition is described, which outlines which societal challenges ESHPM seeks to address. Then the context and examples of positive societal impact and types of impact are outlined. Third, impact action points across the core pillars of Engagement, Research and Education are described, with Engagement being the connector between the university and society, thus overlapping with Research and Education. In addition, Operations serves as an enabler of impact within and across these three pillars.



¹ See more at www.eur.nl/en/about-eur/strategy-2024/about-strategy-2024/defining-societal-impact-eur.

Positive Societal Impact

The many and vast challenges society struggles with underline the great importance of the university's public role and responsibility. EUR and ESHPM take this public role seriously and want to contribute positively to the challenges society faces. The Erasmian way is societally engaged, connected, action-oriented and, where necessary, unconventional and with guts. In living the entrepreneurial EUR values, we at ESHPM accept ownership and take responsibility in contributing to societal issues. ESHPM strives to make positive societal impact. And while we recognise societal impact is not always predictable or foreseeable, our ambitions benefit from a more conscious and purposeful approach to impact.

There is also a growing need for a clearer choice of what EUR sees as positive societal impact and which steps need to be taken towards it. As a community, we are still working to define what *positive* means, especially since positive is in the eye of the beholder. At ESHPM, we also acknowledge that our impact can be negative or lead to negative externalities. In research for example, it can lead to over-researching populations or failing to directly engage with those in communities rather than their representatives. In education, our adoption of impact-driven education may require more self-learning from students, especially due to time constraints in some programmes. In engagement, we need to be mindful and supportive of our staff and students when faced with social safety challenges. The intention, though, is to have positive impact, and this is why defining our impact strategy is paramount.

The environment we operate in as a School is undergoing profound change: from AI and automation, to declining trust in science and widespread disinformation, to the stagnation of first stream funding to higher education institutions. **Establishing an impact strategy at ESHPM, with accompanying monitoring approaches, strengthens our core areas of research, education, and engagement.** Taking an intentional and purposeful stance on our societal impact helps us fulfil our civic role and impact potential to its fullest; increase transparency and accountability of our ambitions with our community, including citizens, funders, and partners; develop the conditions to enable societal impact at individual, group, and organisational levels; and help prevent negative unintended consequences of increased embeddedness in society.

As we design and implement our Strategy in the next two years, we are going to be increasingly aware of our societal impact ambition. This ambition summarises the ultimate societal changes we aim for as a community. Within our School we will work on our research, education, and engagement to address societal challenges, alongside our partners and beneficiaries, that promote this change. As a School, we will keep organising our impact strategy, to make clear the 'who', 'what' and 'how' of impact, with investment in the relevant institutional environment, structures, policies, processes, and practices that help deliver our shared impact ambition. Accountable leadership; transparency and accessibility; and learning, reflexivity, and adaptability, are impact governance principles that have been followed along the process of developing this impact strategy. The regular monitoring of its progress and effects will help us to keep learning and improving.

ESHPM Impact Ambition

Health care is experiencing economic and labour challenges, against the backdrop of ageing populations, growing inequalities, increasing distrust in science and the warming climate. To confront these multi-faceted challenges, ESHPM envisions a more accessible and affordable health care that maintains quality of care while being inclusive to all people. In so doing, ESHPM broadens the conceptualisation of health care from a singular system to a constellation of care and social networks that influence and are influenced by health and health institutions, thus recognising that health inequalities drive and are driven by other social inequalities. In short, ESHPM views quality health to be a fundamental pillar of healthy societies.

We aim to contribute to sustainable health care for all.

Improving patient-centred care, creating more equitable access to treatments, and prioritising preventative care while also ensuring the sustainability of health care in both workforce structuring, costs, and the ecological footprint are necessary to engage with today's societal challenges. ESHPM sees it as essential to view physical health and planetary health in tandem and that care delivery and technologies must be designed under sustainable principles. In addition, ESHPM acknowledges that health and well-being are not contained within borders and a global approach that seeks to ensure universal access to health care for all is needed.

ESHPM is well-appreciated in its impact work. It has a real influence on health care governance and practice.

Distinguishing the 'what' and 'who' of the societal impact ambition as **sustainable health care for all** plays an important role in weighing which research, education or engagement activities may be positive for one group (e.g., financial profit for a health care organisation) but at a cost for society as a whole (another example: what could benefit one patient group but at the expense of other patients?). In seeking to have a positive societal impact, ESHPM places this question of what impacts will benefit the most of society at the centre of all activities.

ESHPM is uniquely positioned to contribute to these societal challenges, nationally and internationally, through its sections Health Care Governance, Health Economics, Health Services Management and Organisation, Health Systems and Insurance, Health Technology Assessment, Law and Health Care and Socio-Medical Sciences and interdisciplinary themes Sustainable Health Care and Workforce, Planetary Health, and Global Health.

By authentically addressing these societal challenges in its engagement, research, and education portfolios, ESHPM aims to contribute to sustainable health care for all.

Diverse Types of Impact

The EUR definition of societal impact states that:

We have positive societal impact if, through our teaching, research, or societal engagement, we make a (sustainable) contribution to a better understanding of societal issues, possible approaches to dealing with these issues or the collective ability to develop and apply these approaches. This definition clarifies that the impact we aim for is diverse. We distinguish between six types of impact we pursue.

ESHPM finds this definition helpful as it expands understanding of the many pathways to impact that we can take – and already are taking – as a community. We exemplify below what these types can look like.



What can conceptual impact look like?

Changes in behaviours by the targeted audience, including the extent to which a concept is adopted, or an attitude is changed; change in attitude among citizens; change in knowledge of the target audience (e.g., use of academic work in policy documents).

What does it look like at ESHPM?

From the Rotterdam Global Health Initiative, introduction of the app Together for Her, which has shown a significant increase in knowledge about healthy behaviours and behavioural change of pregnant women in India

[Click for more information.](#)



What can cultural impact look like?

Characterised by its commitment to diversity, cross-cultural understanding, international collaboration, and community engagement, it results in increased levels of engagement of academic stakeholders and corresponding levels of confidence in public-science dialogue; a more inclusive and culturally responsive approach to health care research, education, and practice, including delivering positive impacts from academic work abroad.

What does it look like at ESHPM?

Developing theory and validate instruments based on the experiences of older adults with and without migration backgrounds, acknowledging the diversity within the ageing population.

[Click for more information.](#)

[Click for more information.](#)



What can instrumental impact look like?

Changes in stakeholders' experience, performance, and systems; developing new and improving existing technologies; revising educational curricula based on new knowledge; changes in strategy or structure by target audience.

What does it look like at ESHPM?

Research project PECUNIA introduced the RUM instrument which measures resource use from a societal perspective in the adult population.

[Click for more information.](#)



What can impact on capacity development look like?

Increased availability of expertise in the work force; usage of academic expertise in skill development (i.e., students implementing their academic knowledge in tackling real-life problems).

What does it look like at ESHPM?

Students from the Public Health minor use their classroom education to engage with Rotterdam-Zuid residents and NGOs on livelihood security.

[Click for more information.](#)



What can impact as connectivity look like?

Change in stakeholder relationships; new (inter)national collaborations or strategic partnerships formed with other academics, community, or industry partners; increased levels of engagement of members of the public with academia.

What does it look like at ESHPM?

ESHPM researchers working together with researchers from Erasmus MC and TU Delft in the Convergence. For example, working together towards more sustainable health care technologies in the Health & Technology programme.

[Click for more information.](#)



What can transformational change as impact look like?

A radical reformulation of policy or practice; a redefinition of goals arising from a new understanding about the way things work and produce fundamental change in operating logics.

What does it look like at ESHPM?

Providing an evidence-based roadmap for alternative provider payment models, research project BUNDLE seeks to fundamentally transform Dutch health care.

[Click for more information.](#)

Advancing Impact



Engagement

Engagement is the third core portfolio at EUR, and strongly related to the other two portfolios of research and education. While the governance and strategy of engagement at EUR is still being organised, given its transversal nature, the engagement portfolio is described first in this report.

ESHPM is a front-runner in its collaborations with governmental, political, and health care organisations, and its role as interlocutor to these groups is important to research collaborations and society at-large, demonstrating the work being done towards the impact ambition of sustainable health care for all. Listed below are action points for ESHPM to further develop its societal impact in the engagement portfolio.

Structure engagement with societal partners

Develop a code of conduct for stakeholder engagement which would elicit deeper reflection on collaborators' alignment with Erasmian values and offer supports for early career researchers to navigate stakeholder relationships.

Invest in academic collaborations

Promote visibility as a collaborative institution, seek longer-term relationships with academic organisations and provide staff the supports and skills training needed to initiate and maintain knowledge networks.

Action points

| Objectives | Actions |
|--|--|
| 1. Develop strategic networks and partnerships | 1.1 Create code of conduct for collaborations and partnerships and determine strategic partners for impact |
| | 1.2 Provide opportunities for managing (inter)national knowledge networks, including contract templates |
| 2. Build capacity and capability for impact | 2.1 Invest in research communication support |
| | 2.2 Invest in translation services |
| 3. Enhance systems for impact monitoring and reporting | 3.1 Build impact activities into workload |

Increase stakeholder diversity

Encourage and support staff relationships with various groups, e.g., patients, patient councils, clinical support staff, clinicians, management, policy officials, etc. Create stakeholder database to uncover gaps in engagement and avoid over-engaging with specific groups.

ESHPM is a front-runner with its close relationship with municipalities and other governing bodies. They have helped pave the way for our department.

Create international impact rooted in local impacts

Continue to support and value local research, activities and achievements while growing in international impacts. Encourage local impact by supporting (Dutch) translation services for international staff and students. International impact should be an addition but not a replacement for national impact.

Research

ESHPM's research portfolio already contains excellent research, adopts impactful approaches and activities such as action research, trans- and interdisciplinary research and responds to authentic societal challenges in the field of health and health care through research as well as fundamental research that indirectly, yet importantly, leads to societal impact over time.

There is also a need for reforming the research and its support to make it more impact-driven and to further address the role of research in shaping sustainable health care for all. Listed below are action points for ESHPM to undertake to further develop its societal impact in the research portfolio.

Involve research populations in knowledge development

Support research staff in involving research populations as co-producers in knowledge development, from seeking out authentic social challenges as research questions to disseminating new knowledge after the research project ends. While not without challenges, workload distribution and seed funding can benefit the involvement of research communities in knowledge development.

Action points

| Objectives | Actions |
|--|--|
| 1. Develop a clear organisational societal focus | 1.1 Centre impact in research and research support strategies |
| | 1.2 Increase awareness of societal challenges |
| 2. Build capacity and capability for impact | 2.1 Fund secondments and internships in societal organisations for PhD researchers |
| | 2.2 Facilitate interdisciplinary teams |
| | 2.3 Support Open & Responsible Science |
| 3. Enhance systems for impact monitoring and reporting | 3.1 Incorporate impact activities into research workload |

We do a lot of research about vulnerable groups, but we don't empower them. They could benefit more from our research.

Support for interdisciplinary (PhD) collaboration

Work towards streamlining the supervision of PhDs in inter-disciplinary collaborations. This may include streamlining fees for courses at partner universities, ethical procedures, and graduation processes. In addition, provide opportunities for secondments at societal organisations for early career researchers.

Hear from ESHPM Section Heads

As previously stated, there is already much being undertaken at ESHPM to create societal impact. Learn more about impact at ESHPM's seven sections as described by the section heads.

Health Care Governance (HCG)

Through its qualitative and practice-based approach, the Health Care Governance section focusses on societal impact in all its research, offering an in-depth understanding of health care from different theoretical perspectives. Closely working together with scientific partners, policy makers, front-line workers, and patients, we contribute to health care in various ways—from health care practices to regulation, and from organisational policies to regional collaboration. Examples include the Regioz project on regional collaboration, the RUN study on reflexive regulation, and the Be-Grip study on care and support for people with misunderstood behaviour.

prof.dr. Hester van de Bovenkamp

Health Technology Assessment (HTA)

The Health Technology Assessment section and its affiliated Institute for Medical Technology Assessment (iMTA) are renowned for their economic evaluation, outcomes, and preference research, with a great emphasis on methodological thinking and positive societal impact. We have developed a range of methods, instruments, questionnaires, tools, and guidelines to enable assessments from a broad societal perspective and support reimbursement decision-making. Designing, conducting, and analysing applied economic evaluations of diagnostic and therapeutic health interventions is our core business.

prof.dr. Maureen Rutten-van Mölken

Health Services Management & Organisation (HSMO)

HSMO uses a multidisciplinary approach to optimise processes in organisations and networks. Optimisation focusses on health outcomes, costs, sustainability, workload, and safety. Focus themes are data-driven, value-based health care, integration of care, digital innovations (e.g., home monitoring) and implementation. A nice example of our impact is Carelab Rotterdam, which is an initiative where we work together with the municipality of Rotterdam, two Universities of Applied Sciences and a client association to improve access to care for vulnerable citizens. By involving both citizens, professionals, and policymakers in action research, we stimulate the development, adoption and adaptation of policy and practices.

prof.dr.ir. Kees Ahaus

Law & Health Care (LHC)

Research at ESHPM's Law & Health Care section impacts legislation, regulation, and adjudication in matters related to health care. The team's writings have proven influential in the legislative process on various occasions. Well-known are the writings on the human rights aspects of organ donation in the run-up to the vote on the introduction of so-called active donor registration (ADR). The team argued the case for ADR by referring extensively to international and European human rights law. The introduction of an opt-out system for organ donation was thought impossible in the Netherlands. Purely moral arguments never proved decisive. By enriching the debate with solid human rights arguments, the team helped to tip the scale. In 2020, ADR was introduced.

prof.dr. Martin Buijsen

Socio-Medical Sciences (SMS)

The Socio-Medical Sciences section consists of a diverse group of scientists who are all personally driven to make a positive impact on the many societal challenges we are facing by providing high-quality research and education in close collaboration with partners in the field. The SMS section aims to improve quality and effectiveness of care for various underserved groups in society throughout the life course. Our theory-guided, empirical approach resulted in the development of a range of instruments, questionnaires, tools, and guidelines leading to a more comprehensive understanding of the social determinants of health and well-being and the development of more effective health care policies and interventions.

prof.dr. Anna Petra Nieboer

Health Systems and Insurance (HSI)

The Health Systems and Insurance section focusses on theoretical and empirical policy-relevant research on the structure, financing and performance of health systems and health insurance markets and the role of health insurers as purchasers of health care. The section is an international front-runner in research on risk adjustment. Other prominent themes are the design and impact of provider payment systems, patient and health plan choice, and the organisation and regulation of health care markets.

prof.dr. Marco Varkevisser

Health Economics (HE)

The Health Economics section is renowned for its contributions to the methodology of economic evaluations (e.g., productivity costs, informal care, future costs, discounting, value of health, equity considerations, broadening the scope of policy evaluation to well-being), applications of economic analyses to pertinent policy topics (e.g., long-term care, inequalities in health and health care use, health and broader effects of the pandemic, and global health issues), and behavioural economic insights into individual and societal health care decision-making. Members of staff participate in health policy advisory committees, are member of editorial boards of top health economics journals, collaborate intensively with national and international policy organisations and actively engage in communication of findings to the public and professionals (through media, presentations, lay and field publications). Experts from our networks are involved in teaching, supervision of PhD students, symposia and grant applications.

prof.dr. Job van Exel

Education

While the education portfolio is already robust in impact-enabling activities such as having network professors, guest lecturers, and the offering of internships, there is a strong opportunity to make impact central in the educational vision and strategy and to further consider how, by shaping tomorrow's leaders, education plays an essential role in the impact ambition of sustainable health care for all. Listed below are action points for ESHPM to undertake to further develop its societal impact in the education portfolio.

Incorporate real-world situations

Integrate real-world situations, practical training and societal challenges into Bachelor's, pre-Master's, and Master's curricula. This will be facilitated by the new position 'Account Manager of Impact Education', which will be responsible for forming, maintaining, and applying relations with organisations for educational activities. In addition, include alumni (also from non-traditional careers) in education to demonstrate to students how an ESHPM degree can be used in diverse impactful ways.

Action points

| Objectives | Actions |
|--------------------------------------|---|
| 1. Incorporate real-world situations | 1.1 Foster learning communities among students, teachers, and societal partners |
| | 1.2 Create internship/volunteer portal |
| 2. Increase capacity of students | 2.1 Establish alumni mentoring for students |
| 3. Acknowledge the value of impact | 3.1 Centre impact-driven education in the revision of the education strategy |
| | 3.2 Incorporate impact activities into education workload |

Encourage networking for students

Offer alumni mentoring opportunities and career days, which would help build impact as (enhanced) connectivity by increasing students' societal/professional networks and helping them develop the necessary capabilities to interact with actors from different backgrounds and perspectives. This can result in improving students' capacity for solving societal problems and social cohesion overall.

The network professors who work in the field four days a week, and then spend half their time in teaching and half in research and bridging between – they give lectures and bring in cases from practice. They can also offer internships which is very useful.

Operations

While EUR defines impact for the core portfolios of engagement, research, education, the environment in which the EUR community operates is also fundamental to maximising societal impact, making impact institutionally enabled and supported.

Societal impact is highly important to ESHPM staff. The majority are already undertaking impactful activities; however, it has been identified that the operational support structures could be improved for staff to better balance, initiate, and feel valued for their impact activities. Listed below are action points for ESHPM to undertake to further develop its operations to allow impact to be more accessible and incentivised for staff.

Build impact activities into workload

Demonstrate the integral nature of impact activities to academic work by awarding hours for its completion. As ESHPM transitions from Performance & Development (P&D) to the new development cycle, which is based on narrative evaluation and development opportunities, it is important to ensure acknowledgement and incorporation of the non-linear nature of societal impact. Create a reward structure that acknowledges the longer-term effects of impact.

Action points

| Objectives | Actions |
|--|--|
| 1. Enhance impact awareness and communication | 1.1 Create research communication strategy |
| | 1.2 Establish research communication support strategist role |
| 2. Build capacity and capability for impact | 2.1 Provide science communication support for academic staff |
| | 2.2 Implement Recognition & Rewards |
| 3. Enhance systems for impact monitoring and reporting | 3.1 Adopt clearer societal impact criteria for academic staff hiring, development, assessment of tasks |

It is all extra work. It's not in the original trajectory. It's not being paid for. But it's something that you do because it would create impact.

Invest in a research communication (strategy)

Structurally embed support in research communication. Create a research communication strategy that offers a blueprint for how researchers can best transfer their knowledge as well as an ESHPM-wide prioritisation of what, how, and where to communicate and what impacts are hoped to be achieved with these communications. In addition, the new role in research-specific communication support, with knowledge in the health care field, will assist in identifying audiences, creating tools and graphics, and responding to media. Such support, which is currently being hired with Erasmus Research Services (ERS), will assist in alleviating the impact workload of staff.

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