



Llywodraeth Cymru  
Welsh Government

# Health and Care Research Wales Communications Strategy

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**Summary:** This document sets out a Communications Strategy for Health and Care Research Wales. It covers internal communications with the research infrastructure in Wales, and external communications with stakeholders, partner organisations and the public. It identifies objectives for communications, proposes key principles and lays out a strategic approach.

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## 1 Purpose and scope

This document sets out a Communications Strategy for Health and Care Research Wales. It covers internal communications with the research infrastructure in Wales, and external communications with stakeholders, partner organisations and the public. It identifies objectives for communications, proposes key principles and lays out a strategic approach.

This strategy will be a living document. It will be developed as we learn more about the needs of our audiences and how we can best communicate and engage with them through ongoing consultation and involvement.

To take this strategy forward, an operational plan for communication will be developed, to provide a detailed description of proposed communications activities and timescales. A Communications Operational Working Group will be established to oversee progress and development.

## 2 Roles and responsibilities

The Health and Care Research Wales Support Centre provides a communications service on behalf of Welsh Government and the Health and Care Research Wales funded infrastructure. The Communications Team within the Support Centre is responsible for coordinating communications activities and will develop and implement this strategy on behalf of the infrastructure. The Communications Team also provides expertise, advice and guidance to the research infrastructure to help them carry out their communication responsibilities.

Communication is everyone's responsibility. Health and Care Research Wales will communicate 'with' rather than 'at' its audiences and stakeholders, with the aim of creating buy-in and collective ownership of communications.

Everyone who is part of the Health and Care Research Wales infrastructure has a role to play in supporting the delivery of this strategy to ensure good and effective communication takes place within and between the different parts of the infrastructure. This will involve helping with the delivery of key messages internally and externally, engaging with partners and the public, and by helping to gather and share case studies and good news.

Everyone who is part of the infrastructure is a representative and an ambassador for both the area they work in and Health and Care Research Wales. Everyone has a responsibility to adhere to the communication principles within this strategy.

### 2.1 Communications with the public

1. The Public will be proactively communicated with on health and social care research through :

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- **HealthWise Wales** – national campaign with objective to get public to sign-up to HealthWise Wales, and indirect secondary objective to raising awareness of the value of research
  - **Centres/Units** – communication with the public with focus on specific themes/diseases
  - **NHS organisations/Social Care organisations** – promoting research being conducted in their organisations, including sign-posting to HealthWise Wales and Centres/Unit as appropriate
2. The Health and Care Research Wales Support Centre will also have a role in supporting public engagement to promote the importance of research through the public pages of the Health and Care Research Wales website and by developing printed materials on research. These mechanisms will also complement the promotion of HealthWise Wales as a national campaign.
  3. The Health and Care Research Wales branding has been developed through audience and stakeholder consultation and should be used as an overarching brand to provide a clear and distinct organisational identity, acting as an underpinning and reassuring brand for use with other brands across the infrastructure.
  4. In addition to the Health and Care Research Wales branding, HealthWise Wales will be prioritised as a dominant brand for use with members of the public in order to promote the study. Similarly, other infrastructure groups will also use their own branding, along with Health and Care Research Wales branding to promote their studies to members of the public. By doing this, the Health and Care Research Wales branding will be used as an overarching brand.
  5. Members of the public actively seeking information on health and social care research may:
    - **Find and use the Health and Care Research Wales Website (public-facing pages) and/or printed communications materials** – provide reassuring messages about health and care research, and a single point to direct public to various parts of Health and Care Research Wales infrastructure and resources (including HealthWise Wales, Involving People Network, etc.)
    - **Find and use other health/social care research-related websites (including but not limited to HealthWise Wales websites, Centre/Unit websites, etc...)** – wherever possible the Health and Care Research Wales logo will be displayed as a reassurance, along with links back to the Health and Care Research Wales website.
    - **Various social media outlets**
    - **Ask GP or medical/social care professional** – who can provide information on specific studies known to them, or direct them to HealthWise Wales or Centres/Units (or Health and Care Research Wales website).

### 3 Background

Health and Care Research Wales is a national, multi-faceted virtual organisation. It is funded and overseen by Welsh Government. Health and Care Research Wales provides an infrastructure to support and increase capacity in research and development, runs a range of responsive funding schemes and manages resources to promote, support and deliver research.

Health and Care Research Wales has agreed a five year strategic plan (2015-2020) in which it sets out its vision and aims.

#### **Strategic Vision**

The Health and Care Research Wales vision is to be internationally recognised for our excellent health and social care research that has a positive impact on the health, wellbeing and prosperity of the people in Wales.

#### **Strategic Aims**

The Health and Care Research Wales' strategic aims are to:

- Ensure public involvement and engagement is central to what we do and visible in all elements of it.
- Ensure our work is aligned to Welsh Government policy and has real impact.
- Fully integrate our infrastructure and programmes across health and social care.
- Invest in areas in which Wales excels and is unique.
- Increase capacity in health and social care research in Wales.
- Develop systems that ensure excellent delivery and maximise the use of resources.

Communications is one of the key levers to help deliver Health and Care Research Wales' strategic vision and aims. It is therefore vital that this communications strategy is fully aligned with Health and Care Research Wales Strategic Plan 2015-2020 and that communications objectives contribute to meeting strategic aims.

## 4 Communications objectives

**Table 1** lists the communications objectives for Health and Care Research Wales in relation to each strategic aim:

**Table 1**

Strategic aim	Communications objective
Ensure public involvement and engagement is central to what we do and visible in all elements of it.	Raise awareness about research in Wales and how people can interact with it.
Ensure our work is aligned to Welsh Government policy and has real impact.	Communicate the value of Welsh Government investment in health and social care research and promote the impact on treatment and care.
Fully integrate our infrastructure and programmes across health and social care.	Facilitate collaboration by organising, supporting and attending events and sharing messages and information.
Invest in areas in which Wales excels and is unique.	Promote the unique selling points of Wales as an effective place to do research.
Increase capacity in health and social care research in Wales.	Support and coordinate communications across the research infrastructure in Wales to positively impact on organisational performance.
Develop systems that ensure excellent delivery and maximise the use of resources.	Provide a support, advice, guidance and signposting service to individuals working in research.

## 5 Communications principles

To achieve its objectives and to deliver its communications strategy, Health and Care Research Wales follows the communications principles below:

- Communications should be strategic and measurable so we can evaluate success and improve activities.
- Good communications and engagement is a two-way process – it's about listening as well as issuing information.
- Good communications is dependent on clarity of vision, messages, language and understanding.
- Communications is part of the organisation and underpins all of its activity – it is not an adjacent activity or the sole responsibility of the Communications Team. It is everyone's responsibility.
- Communications must reflect organisational activity – words must match actions.
- Communications should be consistent, timely and reliable.
- Communications should be targeted at our different audiences and tailored to meet their specific needs.
- Communications should be high-quality and cost effective.
- Communications should be inclusive and accessible and meet equality policies. They should be in plain English and avoid acronyms and the use of jargon.
- Communications should meet the Welsh Language Standards.

## 6 Key messages

Strategic targeting and consistency of messages are key to Health and Care Research Wales' communications. To maximise impact, key messages should be clear, concise and constantly repeated. It is essential that the messages delivered by Health and Care Research Wales tie in directly with its strategic aims and activities.

**Table 2** lists Health and Care Research Wales' key messages in relations to each strategic aim and communication objective.

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**Table 2**

<b>Strategic aim</b>	<b>Communications objective</b>	<b>Key Message</b>
Ensure public involvement and engagement is central to what we do and visible in all elements of it.	Raise awareness about research in Wales and how people can interact with it.	We involve and engage with the public in our research and the services we provide.  We strive to make research a routine part of treatment and care in Wales.
Ensure our work is aligned to Welsh Government policy and has real impact.	Communicate the value of Welsh Government investment in health and social care research and promote the impact on treatment and care.	We generate and support research to improve the health and care of people in Wales.
Fully integrate our infrastructure and programmes across health and social care.	Facilitate collaboration by organising, supporting and attending events and sharing messages and information.	We collaborate with a range of stakeholders, including the NHS, social care, academia, industry, and the third sector.
Invest in areas in which Wales excels and is unique.	Promote the unique selling points of Wales as an effective place to do research.	We have a dynamic research environment and exceptional services to support world-leading research in Wales.
Increase capacity in health and social care research in Wales.	Support and coordinate communications across the research infrastructure in Wales to positively impact on organisational performance.	We provide an infrastructure to support and increase capacity in research.
Develop systems that ensure excellent delivery and maximise the use of resources.	Provide a support, advice, guidance and signposting service to individuals working in research.	We provide a support service at every stage of the research process.



Health and Care Research Wales also needs to develop tailored messages for our different audiences to enable us to target communications effectively. To achieve this, the Health and Care Research Wales Communications Team will carry out a stakeholder mapping exercise which will help identify current levels of awareness and engagement, and information needs and interests going forward.

Depending on levels of awareness and engagement, messages can be categorised into four target groups as shown in **Table 3**. Within these groups, broad messages can be tailored to specific audiences, for example, researchers, service providers, industry or the public.

**Table 3**

<p style="text-align: center;"><b>Actively engaged - internal (Research Infrastructure)</b></p> <p>Messages need to bring about a shift in culture and build trust.</p> <ul style="list-style-type: none"> <li>• We are a research family and have a responsibility to work together to strengthen Wales' position in the UK research field.</li> <li>• All parts of Health and Care Research Wales works together to continually improve.</li> </ul>	<p style="text-align: center;"><b>Actively engaged - external</b></p> <p>Messages need to show the benefits of what we do and what we're achieving together.</p> <ul style="list-style-type: none"> <li>• Research is having an impact - it leads to improved service delivery, patient treatment and care.</li> <li>• Investment in Health and Care Research Wales provides good value for money.</li> </ul>
<p style="text-align: center;"><b>Aware but not engaged (external)</b></p> <p>Messages need to address barriers to becoming engaged (real or imagined)</p> <ul style="list-style-type: none"> <li>• You can get involved in different ways – it's easy and simple!</li> <li>• We provide research services that are reliable, quick and easy to access.</li> <li>• We provide research funding and resources.</li> <li>• Wales has unique research strengths and opportunities.</li> </ul>	<p style="text-align: center;"><b>Unaware and not engaged (external)</b></p> <p>Messages need to let the audience/stakeholders know that Health and Care Research Wales exists and what it does.</p> <ul style="list-style-type: none"> <li>• Research is important – it improves services, health and wellbeing.</li> <li>• Health and Care Research Wales is a virtual organisation funded by Welsh Government to generate and support research in Wales.</li> <li>• We provide high-quality research services and support.</li> </ul>

## 7 Branding and terminology

### 7.1 Branding

The Health and Care Research Wales brand has been developed through audience and stakeholder consultation to provide a clear and distinct organisational identity. The Health and Care Research Wales Brand Guidelines, which can be found on the [Health and Care Research Wales website](#), provide guidance on the use of the Health and Care Research Wales logo and branding, and should be referred to by all parts of the funded research infrastructure.

The funded research infrastructure should ensure that all promotional materials produced on their behalf include the Health and Care Research Wales logo. They should also ensure that they reference Health and Care Research Wales in any publicity, for example, television or radio interviews, press releases, research articles and presentations. This will help establish the brand identity and promote the shared agenda of research in Wales.

The following line of association must be used in any reports, publications, presentations or posters:

[Name of Centre/Unit/Project] is funded by Welsh Government through Health and Care Research Wales.

### 7.2 Terminology

Clear guidance on terminology will be developed by the Health and Care Research Wales Communications Team. Basic principles include:

- Health and Care Research Wales is the overarching brand for the services and activities that support research and development in Wales. This includes every part of the Health and Care Research Wales infrastructure, and also the competitive funding schemes (Health and Care Research Wales Funding Schemes).
- Health and Care Research Wales should be used for all external communications.
- Staff within Welsh Government should be referred to as Welsh Government (from the Research and Development Division).

There are a couple of exceptions:

- Jon Bisson (Head of the Research and Development Division) is ultimately responsible for directing the Health and Care Research Wales infrastructure. He is also known as the Director of Health and Care Research Wales.

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- Welsh Government colleagues responsible for the funding schemes should be referred to as Health and Care Research Wales e.g. the Health and Care Research Wales Research Funding Schemes Team.

Any queries on branding and terminology should be referred to the Health and Care Research Wales Communications Team.

## 8 Audiences

Health and Care Research Wales has a variety of different audiences and stakeholders, both internal and external, as shown in **appendix 1**.

The Health and Care Research Wales Communications Team will work with its audiences and stakeholders to ensure that messages and communication channels are developed to meet their needs and interests. The stakeholder mapping exercise will provide initial information but this will be built on by regular consultation with our audiences and stakeholders and where possible, by involving them in co-producing communications.

## 9 Communication methods and channels

Different forms of communication are appropriate for different audiences at different times. Health and Care Research Wales Communications Team will encourage and support a range of different communication approaches including top-down, bottom-up and lateral communications. Communications will include channels for upward reporting and feedback, and opportunities for consultation, involvement and co-production will be explored wherever possible.

As part of the stakeholder mapping exercise, the communication preferences of Health and Care Research Wales' different audiences and the best ways of reaching them will be determined. The communications activities currently going on in different areas will also be identified – who's talking to who, how and when? By understanding which people need to be sent what information by when, and whether there are any external communication channels that could be exploited, effective processes can be developed for disseminating messages and promoting the organisation's work.

To take this strategy forward, the Health and Care Research Wales Communications Team will make use of the communication channels that exist and develop new ones to ensure that everyone who is part of the research infrastructure can communicate messages effectively. **Appendix 2** lists existing and proposed communication channels and their different purposes.

## 10 Resources and timescales

### 10.1 Resources

The Health and Care Research Wales Support Centre provides a communications service on behalf of Welsh Government and the Health and Care Research Wales funded infrastructure. A Research Services Lead has been appointed in the Support Centre who has responsibility for providing strategic leadership for communications and overseeing the implementation of this Communications Strategy on behalf of Welsh Government.

#### 10.1.1 Communications Team

The Communications Team is part of the Health and Care Research Wales Support Centre and includes a Communications Manager, who leads a team of three Communications Officers. The team is responsible for developing and delivering the Health and Care Research Wales communications service in line with the strategy and operational plan. It provides a support service to the research infrastructure by offering expertise, advice and guidance to help research professionals carry out their communication responsibilities.

#### 10.1.2 Communications Operational Working Group

The Communications Team will establish a Communications Operational Working Group, with membership representing Health and Care Research Wales Support and Delivery, Welsh Government, Communications Leads from Health and Care Research Wales Centres and Units and other relevant stakeholders. The group's role will be to oversee and encourage progress and development in communications, as well as developing proposals and recommendations in policy and practice. It will also provide a task and finish group function for specific projects and report on activity.

#### 10.1.3 Research infrastructure

All parts of the Health and Care Research Wales infrastructure should be aware of this strategy. They are expected to support its delivery and encourage their teams to use it to develop their own communications strategies. Key components of the overarching strategy should be reflected in organisational level strategies, to support the coordination of communication activities and the delivery of consistent key messages.

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### **Communications staff**

To support the delivery of the communications strategy, the Communications Team will need to work closely with communications experts within the infrastructure funded groups. As well as ensuring the delivery of coordinated and consistent communications, working together may identify potential projects or campaigns for collaboration.

### **Communications advocates**

The Health and Care Research Wales Communications Team would like to consider developing wider networks of communications advocates across the infrastructure. These would be non-communications staff, who would volunteer or be nominated for the role. The role could include assisting the Communications Team in disseminating information, for example, new initiatives or campaigns, sharing case studies and good news and providing staff feedback to inform the evaluation of communications. It is important that this role does not duplicate the work of communications staff already in place or result in unreasonable demands on staff time. The model should be co-produced with the infrastructure to ensure it is beneficial to all involved.

## **10.2 Timescale**

This strategy will be implemented from April 2016. Its timescale is aligned with the Health and Care Research Wales Strategic Plan 2015-2020.

An operational plan for communications is being developed with timescales for each area of work.

## **11 Evaluation**

Evaluation should be seen as an integral and continuous stage in the communication process. Evaluating the effectiveness of our communications channels and methods is vital to understand what works and what doesn't, and whether messages are reaching the right audiences. The Health and Care Research Wales Communications Team will consult with different audiences and stakeholders on an ongoing basis and amend the communications strategy as necessary.

Evaluation will relate to overall achievement of the communications objectives set out in this strategy. We recognise the importance of evaluating communications activities and impact across the whole of the funded research infrastructure and will work with all parts to develop meaningful evaluation metrics.

The evaluation process will involve a combination of quantitative and qualitative methods. As well as providing statistics on the number of people receiving information and accessing resources, it will assess audience understanding of, and attitudes towards, the virtual organisation and its services. Behavioural changes – what actions people are taking and what they are doing differently – will also be

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considered as part of the evaluation process.

### 11.1 Methods of evaluation

The Communications Team will develop evaluation plans for each area of work. Methods of evaluation may include the following:

- Feedback from different audiences (meetings, presentations, events)
- Website feedback, surveys and use of Google Analytics
- Social Media: evaluation of Twitter through Twitter Analytics
- Surveys
- Statistics (Mailchimp subscribers)
- Interview (face-to-face and telephone)
- Communications review
- Measuring email and telephone queries

The Communications Team is committed to sharing the findings and results of evaluation activities with its audiences and stakeholders as appropriate. The information collected from evaluation will enable the ongoing development of the Health and Care Research Wales Communications Strategy. It will ensure that high-quality and needs-driven communications are delivered and built into the culture of Health and Care Research Wales.

## 12 Communications contacts

<p>Cheryl Lee, <b>Communications Manager</b></p> <p>Cait Myers, <b>Communication Officer</b></p> <p>Erica Surcombe, <b>Communications Officer</b></p>	<p><b>Telephone number</b> 02920 230457</p> <p><b>Email</b> healthandcareresearch@wales.nhs.uk</p>
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## Appendix 1

Health and Care Research Wales Audiences		
<b>Internal</b>	Health and Care Research Wales funded infrastructure	<ul style="list-style-type: none"> <li>• Research Centres</li> <li>• Research Units</li> <li>• Clinical Trial Units (CTUs)</li> <li>• Infrastructure Support Groups</li> <li>• School for Social Care Research</li> <li>• Support &amp; Delivery               <ul style="list-style-type: none"> <li>○ Support Centre</li> <li>○ Workforce</li> <li>○ Research &amp; Development Offices</li> </ul> </li> </ul>
<b>External</b>	Universities across Wales	<ul style="list-style-type: none"> <li>• Bangor University</li> <li>• Cardiff University</li> <li>• Swansea University</li> <li>• University of South Wales</li> <li>• Cardiff Metropolitan University</li> <li>• Aberystwyth University</li> <li>• University of Wales, Trinity St David</li> <li>• Glyndwr University, Wrexham</li> </ul>
	NHS organisations	<ul style="list-style-type: none"> <li>• Health Boards &amp; NHS Trusts</li> </ul>
	Social care organisations	<ul style="list-style-type: none"> <li>• Local authorities</li> <li>• Social Care Wales (once it is created – 2017)</li> <li>• ADSS-Cymru</li> <li>• Care Council for Wales</li> <li>• CSSIW</li> <li>• SSIA</li> <li>• Care Forum Wales</li> </ul>

		<ul style="list-style-type: none"> <li>• Care Homes</li> </ul>
	Primary care organisations	<ul style="list-style-type: none"> <li>• GP practices across Wales</li> <li>• Pharmacists across Wales</li> <li>• Dentists across Wales</li> <li>• Optometrists across Wales</li> </ul>
	Researchers	<ul style="list-style-type: none"> <li>• Working in NHS organisations in Wales</li> <li>• Working in Academia (universities) in Wales</li> </ul>
	Industry	<ul style="list-style-type: none"> <li>• Pharmaceutical companies</li> <li>• Contracts Research Organisations</li> <li>• Small to Medium Enterprises in the life sciences sector</li> <li>• Association of British Pharmaceutical Industry (ABPI)</li> <li>• Association of British Healthcare Industries (ABHI)</li> <li>• MediWales</li> <li>• The Life Sciences Hub</li> <li>• Med-tech</li> <li>• Med-biotech</li> <li>• Medical device companies</li> <li>• Knowledge Transfer Networks (KTNs)</li> </ul>
	Research funders	<ul style="list-style-type: none"> <li>• Funding councils</li> <li>• Charities</li> <li>• Welsh Government</li> </ul>
	UK partner organisations	<ul style="list-style-type: none"> <li>• National Institute for Health Research (NIHR)</li> <li>• NHS Research Scotland</li> <li>• Health and Social Care in Northern Ireland (HSC)</li> </ul>
	The public	<ul style="list-style-type: none"> <li>• Involving People Network</li> </ul>



		<ul style="list-style-type: none"><li>• Patients</li><li>• General public</li></ul>
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## Appendix 2

Channels	Sub-channel	Audience	Purpose
Website	Overall	Everyone with an interest in health and social care research.	To provide a home for information about Health and Care Research Wales.  Information on the website will also be communicated and promoted through other channels, which will include links to direct audiences back to the website.
	News		The main information source on Health and Care Research Wales news. To include: <ul style="list-style-type: none"> <li>• awards &amp; achievements</li> <li>• funding calls</li> <li>• press releases</li> <li>• success stories</li> <li>• new programmes and initiatives</li> </ul>
	Events		The main information source on Health and Care Research Wales events. Will also include partner events that may be of interest to our community.
	Funding	Active researchers working in the NHS, social care, academia, industry, primary care and third sector.  Potential researchers	The main information source on Health and Care Research Wales and partner funding accessible to researchers in Wales.

		Public/service users	
	Support & signposting route map	Researchers and potential researchers	The main information source for people to find the support they need, in a quick, easy and accessible way.
	Case studies	Research infrastructure Researchers Public/service users Press	The main information source on the research support Health and Care Research Wales provides and how it makes a difference, in real terms, to service delivery, patient treatment and care.
	Impact studies	Welsh Government Clinicians Public Press	The main information source on the impact of the funding provided by Health and Care Research Wales.
	Metrics	Welsh Government Research infrastructure Public Press	The main information source to find out about organisational performance, and how investment in research delivers value for money.
<b>E-bulletin</b>		Research infrastructure Researchers	To provide a central information service to the infrastructure and health and social care researchers in Wales. To promote opportunities, news, events and funding direct to subscribers' inboxes.
<b>Promotional materials</b>		People who know nothing about the brand	To: <ul style="list-style-type: none"> <li>introduce people to the organisation</li> </ul>

		Potential researchers Public	<ul style="list-style-type: none"> <li>• increase and reinforce brand awareness</li> <li>• direct people to further information</li> </ul>
<b>Email</b>		Research infrastructure Welsh Government UK partner organisations	To keep people informed about key developments and new initiatives, and to encourage engagement.
<b>Newsletters</b>	Public Involvement and Engagement	Involving People network members Researchers Ethics UK partners Public	To: <ul style="list-style-type: none"> <li>• raise awareness of public involvement activity in Wales</li> <li>• connect Involving People network members</li> <li>• share good practice</li> <li>• prove value of involving the public in research</li> </ul>
	PiCRIS	Primary Care Researchers R&D	To: <ul style="list-style-type: none"> <li>• create a community</li> <li>• provide information</li> </ul>
<b>Printed &amp; electronic materials</b>		Researchers Clinicians People who need our services	To: <ul style="list-style-type: none"> <li>• inform researchers about the services and support available through Health and Care Research Wales</li> <li>• highlight our achievements</li> </ul>
<b>Events &amp; Conferences</b>		Research infrastructure NHS	To: <ul style="list-style-type: none"> <li>• Promote our brand and the research infrastructure in Wales</li> </ul>

		Industry Academia Social Care Third sector UK partners Public	<ul style="list-style-type: none"> <li>• Deliver tailored messages to audiences</li> <li>• Connect with people and signpost them to appropriate services</li> </ul>
<b>Social media</b>	Twitter	Public	<b>To:</b> <ul style="list-style-type: none"> <li>• Raise awareness of research in Wales</li> <li>• Create calls to action e.g. #TeamResearch</li> <li>• Encourage two-way communication and engagement by initiating conversations and creating networks</li> <li>• Increase the audiences we reach</li> <li>• Support and promote other communication channels</li> <li>• Share information</li> </ul>
	LinkedIn	Research infrastructure	
	You Tube	Researchers	
	Instagram		
<b>Presentations</b>		General Project specific Service/function specific	<b>To:</b> <ul style="list-style-type: none"> <li>• Target key audiences by delivering tailored messages</li> <li>• Raise awareness about research in Wales and specific areas and services</li> <li>• Inform and engage</li> <li>• Promote our work and services and showcase areas of good practice</li> </ul>
<b>Press &amp; Media</b>		Public	<b>To:</b>

			<ul style="list-style-type: none"> <li>• Promote successes and research achievements</li> <li>• Raise awareness about research and increase and improve understanding about how it affects everyone</li> </ul>
<b>Health and Care Research Wales staff (verbal communication)</b>		Universities Third sector Industry NHS staff Social care staff Primary Care Public UK partner organisations	To: <ul style="list-style-type: none"> <li>• act as brand advocates and ambassadors for the organisation</li> <li>• promote the organisation by delivering presentations</li> <li>• share key messages and signpost to support and services</li> <li>• identify opportunities</li> <li>• provide feedback including testimonials</li> <li>• attract other researchers to Wales by sharing experiences of working with Health and Care research Wales</li> </ul>
<b>Potential new channels</b>			
<b>Health and Care Research Wales Magazine</b>		Anyone interested in research To include: International audiences Potential researchers Universities Local authorities/	To: <ul style="list-style-type: none"> <li>• Encourage engagement in research</li> <li>• Increase brand awareness</li> <li>• Create brand and research advocates</li> <li>• Improve recruitment rates</li> </ul>

		<p>social care services</p> <p>Third sector</p> <p>UK audiences</p>	<ul style="list-style-type: none"> <li>• Promote Wales as a place to conduct research</li> <li>• Promote good news stories</li> <li>• Bring the research community together and show the value of their work (researchers and participants)</li> </ul>
<b>Blog</b>		<p>Anyone interested in research</p> <p>To include:</p> <p>International audiences</p> <p>Potential researchers</p> <p>Universities</p> <p>Social Care</p> <p>Third sector</p> <p>UK audiences</p>	<p>To:</p> <ul style="list-style-type: none"> <li>• Provide an informal channel for the research infrastructure to speak through</li> <li>• Share good new stories and new initiatives</li> <li>• Highlight the help and support provided by Health and Care Research Wales</li> <li>• Connect with people - encourage two-way conversations and engagement</li> <li>• Promote the organisation and research in Wales</li> </ul>