

Organizational factors that may influence the implementation of Science Shop 2.0 model at Barcelona Institute for Global Health

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1 Abstract

1.1 Context

Science Shop is a participatory research methodology. It is the involvement of society in research and innovation, in order to find solutions more in tune with the society's needs. It was first initiated by university staff and students in the 1970s in the Netherlands. Today, Science Shops have become widely recognized. Some limitations of the Science Shop have been found, overall, is its inability to fit our fast evolving world. Therefore, the European Union has asked its partners to jointly pilot and develop a new Science Shop model that include 4 elements: Community-Based Participatory Research (CBPR), Responsible Research and Innovation (RRI), Open Science (OS) and impact evaluation. This project is called InSPIRES, a 4-year experiential learning project that enables its partners in Europe to develop and try out this methodology in their research centers or universities. CBPR has increasingly been seen as an important strategy for eliminating various disparities through engaging community members as partners in research design, collaborative about knowledge, interventions and policy making. RRI is an important aspect of Research in Science and Technology Studies (STS), which suggests that conceptions of responsibility should build on the understanding that science and technology are not only technically but also socially and politically constituted. OS is a term that includes assumptions about the future of knowledge and its dissemination to the public. The inclusion of these elements will lead to solutions more in tune with the society's needs, values, and expectations. This new model is being implemented at all partner locations in Europe, of which one of the partners is the Barcelona Institute for Global Health (ISGlobal).

1.2 Problem statement

Organizational changes are seen to receive resistance. Only a third of implementation of new projects in organizations have been seen to be successful. Therefore, it is vital to analyze the organizational context of ISGlobal in order to gain a better understanding of the organization, to increase its receptivity to this new model.

1.3 Research question

How can organizational factors influence the implementation of the Science Shop 2.0 model?.

1.4 Methodology

To obtain a comprehensive analysis of the organization, a qualitative and quantitative study was done. The qualitative methods that were used are a total of 14 semi-structured interviews, by purposeful sampling of selected management staff and the InSPIRES project team staff at the ISGlobal on the organizational context and also, observations notes were recorded during the study period. On the other hand, the quantitative method used was questionnaire sent out to all the staff, measuring the same organizational context.

1.5 Results

The results of the analysis of the organizational barriers and facilitators may appear to have an influence on the implementation of the new Science Shop model at the ISGlobal. The organizational factors studied were organizational culture, structure, policies, and practices. Facilitators included are: First, organizational culture, the espoused values are health equity,

excellence, and translation of research, and empathy. Second, organizational structure, major decisions are centralized while other decisions are decentralized, and the organization is multidisciplinary. Third, organizational policies, the policies on Science Shop elements are informally used depending on the project demand. Fourth, organizational policies such as collaborations, performance improvement trainings and being open to trying out new methodologies, procedures, approaches amongst others. Barriers included are: First, Organizational culture, some of the underlying assumptions are that the organization staff members may still have a conventional approach to research and there are challenges due to financial limitation. Second, organizational structure, there is no strict obligation to obey policies and projects are mostly funded through competitive funding. Third, organizational policies, there are no policies on most Science Shop elements in the organization. Fourth, organizational practice such as training may not be effective.

1.6 Conclusion

Overall, the organization may be receptive to the implementation of the Science Shop 2.0 model. However, this is dependent on the change management of the implementation process. Management of change is vital in today's constantly changing and highly competitive organizational environment. For the success of this change, the management of ISGlobal needs to be committed to this process. Therefore, it is necessary to find the possible hinderances and facilitators to this change, in order to devise appropriate strategies to reach their objectives. For this, the force field analysis by Lewin for analysis of the barriers and facilitators to implementation was used and afterward, recommendations were given as a guide to reducing the resistance to the implementation of this new model and also, for the sustainability of this organizational change at the ISGlobal. The information about the Science Shop operationalization should be improved to deepen the impact, create more awareness and positive empowerment towards the benefits of these methodologies. Additionally, the organization should show commitment to the Science Shop. Thereby, the recommendations given are: The First recommendation was to the InSPIRES team staff to convince the organization of the value of using this model. This is because empirical-rational strategy suggests that once people are given information that shows that a change is in their best interest, they act rationally and comply; The Second recommendation was to the management staff to show commitment to the implementation of this new model. For successful change implementation, the management must be committed to the change process. This will be by creating policies on these elements, research indicators including social impact and training of staff to ensure this transition; The Third recommendation was to the management staff, these are steps to ensure the stability of this implementation in the organization. This will be by monitoring the process, evaluating the process and modifications of the strategies to ensure better results in the future. This study suggests that additional follow up research is needed to assess the extent to which these organizational factors have been an influence in the implementation process of the new Science Shop.