Towards a more positive culture for Trust in research:  
A systems perspective

Anne-Marie Coriat
Wellcome:
Wellcome is an independent global charitable foundation

Sir Henry Wellcome

1936

Wellcome

1985

£1 billion

2018

~ £25.9 billion

~ £1 billion/year

Medical entrepreneur, collector and philanthropist 1853-1936
Wellcome exists to improve health for everyone by helping great ideas to thrive
What do we do?

Understand processes that underpin life

£1 billion/year

Social, historical and ethical factors affecting experience

Inform and excite

Influence policy
Wellcome Science strategy: ‘Improving health through the best research’

- Creating knowledge
- Strengthening research capability
- Using knowledge effectively
- Promoting an environment in which research can flourish
Our current grant portfolio
We are accountable to society for delivering Wellcome’s mission, while using our independence for public benefit
3. Knowledge and discoveries are shared, accessed and used to maximise health benefit

4. Research is carried out to the highest appropriate standards

5. Discoveries are translated

7. Health is improved through changes in policy and practice

9. People have trust in Wellcome, and in science and health research
Trust –
Where do we start?
Systems methods – a conceptual framework to guide change?

Six key principles for systems change

**PLANNING FOR SYSTEMS CHANGE**

**PRINCIPLE 1:**
Understand needs and assets

**PRINCIPLE 2:**
Engage multiple actors

**PRINCIPLE 3:**

**DOING SYSTEMS CHANGE**

**PRINCIPLE 4:**
Do it together

**PRINCIPLE 5:**
Distribute leadership

**PRINCIPLE 6:**
Foster a learning culture

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https://foresightprojects.blog.gov.uk/2017/10/04/dusting-off-foresights-obesity-report/

Levels at which you can intervene in a system to effect change

1. **Values / beliefs**
2. **Communities with shared interests and goals**
3. **Organisational structures: institutional, departmental etc**
4. **Rules, policies, schemes, metrics etc**

Adapted from - Johnston, Matteson, Finegood. Am J Public Health 104: 1270-8, 2014

Look for ‘hot spots’, between, within and across levels where negative or positive loops reinforce desired effects for our own and others systems.
What are we doing?
Examples:

Policies:

- Good Research Practice
- Bullying & Harassment Policy
- UK Research Integrity Concordat
- Open Access Policy

Related activities:

- Wellcome Global Monitor
- Trustworthiness of Research
- UK Reproducibility Network
- Towards a More Positive Culture for PhD Training
Wellcome Global Monitor: Measuring global perceptions of science to improve global health

How do people around the world think and feel about science and key health challenges?

Wednesday 19 June 2019, Washington DC & livestream
https://www.wellcomeevents.org/wgmdc19
08:30 EST | Close 10:30 EST
Systemic change requires vision, commitment, collaboration and evolution.
Review of PhD training in Biomedical research

Multi-phased

- Literature review
  - August - October 2017
- Community consultation
  - May - October 2017
- Online survey
  - November - December 2017
- Report
  - December 2017 - Present

Full report available at: wellcome.figshare.com
Summary Findings: Review of PhD Training

**Supervision**
- Areas most suggested for improvement:
  - skills training
  - networking
  - mental health support
  - co-supervisions
  - career advice
  - clarity of expectation

1 in 10 respondents cited inadequate supervision as a main challenge.

**Career transitions**
- Most common cited answer for one thing to change:
  - increasing transferable skills
  - exploring careers outside academia

54% respondents left project group after qualifying.

**Mental health**
- Challenges cited by respondents:
  - publication pressure
  - lack of clarity on career prospects
  - long working hours

Almost 1/2 of supervisor respondents reported seeing an increase in the number of mental health issues.

**Skills**
- Good research Practice
- Statistics
- Data and computational skills

**Measuring success**
- Supervisors assess success as:
  - thesis completion
  - career progression
  - first author paper publication
• Be realistic about what you can predict and what is beyond managerial control.

  Foster trust and reciprocity to coordinate competing interests.

  Experiment frequently and amplify the initiatives and approaches that are most successful.
Change will not happen if we act alone
Thank you

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