

SMART

Social Media and Research Toolkit



ABOUT THIS TOOLKIT

This toolkit was developed by the [Global Healthy Living Foundation \(GHLF\)](#). The Global Healthy Living Foundation is the parent organization of [CreakyJoints](#), the go-to source for more than 100,000 arthritis patients and their families world-wide who are seeking education, support, advocacy and patient-centered research and [ArthritisPower](#), the first ever patient-led, patient-centered research registry for joint, bone, and inflammatory skin conditions.

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INTRODUCTION & GETTING STARTED

This section provides an overview on how social media platforms can be engaged in research. We will provide a brief overview of the SMART toolkit and its various components.



A: WHY HAVE A SOCIAL MEDIA AND RESEARCH TOOLKIT?

Social media has enormous potential for patients and other stakeholders contemplating patient-centered outcomes research (PCOR), but it also carries risks. On the one hand, social networking platforms like Twitter, Facebook and blogs are great equalizers where the consumers of content (e.g., patients) can also be producers of content. Social media gives everyday people access to individuals and institutions with whom they may be unlikely to communicate otherwise, such as doctors and researchers. Patient research priorities can be identified, patient research partners mobilized, study participants recruited, and research findings disseminated via social media in faster and cheaper ways than traditional approaches. On the other hand, bits of inaccurate information may spread on social media platforms, thereby perpetuating untruths that place individual and public health at risk. The proliferation of information on social media can often promote scientific misinformation and non-evidence based research.

Currently, the menu of social media platforms is under-utilized in healthcare research. Many patients and clinicians may not be aware of the ways in which social media platforms such as Facebook, Twitter and blogs can be used to identify and understand what research topics are most important to patients, what decisions matter most to patients, what factors contribute to health-related quality of life, and what gaps may exist in patients' understanding of conditions and their treatment options. Social media can also aid in packaging and disseminating the evidence-based health information generated by PCOR.



B: WHAT IS THE SMART TOOLKIT?

The Social Media and Research Toolkit (SMART) was developed by CreakyJoints in collaboration with patients, doctors and technical experts in the field of rheumatology. It was designed to provide guidance and best practices for patients, health care professionals and anyone interested in using social media as a platform for research engagement across all phases of research. Although it was developed with a focus on spondyloarthritis, this toolkit is applicable and may be adapted for use across chronic conditions. The SMART user guide is best used in conjunction with the SMART slide-deck which can be accessed by [clicking here](#).

What the SMART toolkit is not for:

- ❌ Using social media in general
- ❌ Communicating with doctors and other healthcare providers about clinical care
- ❌ Building a personal social media following or sharing personal health experiences via social media

What the SMART toolkit is for:

- ✅ SMART is a toolkit intended to guide the use of social media in designing, conducting and disseminating patient-centered outcomes research.



C: DEFINING CORE VALUES

Core values are about the fundamental principles by which organizations conduct research using social media platforms. These are a set of values that organizations and researchers must aspire to. This toolkit was developed using the following basic principles to help researchers utilize social media platforms optimally and ethically during all phases of research.

- **Protect** human subjects in research by adhering to ethical guidelines
- **Facilitate** multi-stakeholder research that is patient centered and focused
- **Expand** research to underserved groups
- **Educate** all stakeholders involved
- **Disseminate** research findings in a way that is meaningful to those who are impacted by research
- **Enable and scale** the toolkit for use across disease conditions



D: WHAT DO WE MEAN BY PHASES OF RESEARCH?

Research activities are situated within an overarching framework for involving stakeholders before a research project begins, during the conduct of research activities, and after research is concluded. The research engagement framework outlines our approach to patient-centered research with proposed activities across three stages, before, during and after research. Social media can be engaged in all phases of research, before, during and after.

PHASE 1 – Before research, identifying topics and setting priorities

Phase 1 includes activities that take place during the preparatory phase of research such as creating a buzz around topics, community building activities, refining topics and building research questions. What role can social media platforms play at this stage of the research project?

PHASE 2 – During research, recruiting participants and data collection

Phase 2 includes activities that take place during research such as adhering to ethical principles of research, recruiting and enrolling participants, and collecting and analyzing data. The SMART toolkit will outline the role that social media platforms can play at this stage of the research project.

PHASE 3 – After research, making sure the evidence gets used

Phase 3 includes activities that take place after research has been done in order to share findings with patients, clinicians and other stakeholders. The SMART toolkit will outline the role that social media platforms can play at this stage of the research project.

Using the Smart Toolkit for All Phases of Research

PHASE I: Before

- **Building an engaged patient community**
- **Identifying topics**

PHASE II: During

- **Creating a survey, measure, or other instrument**
- **Recruiting study participants**

PHASE III: After

- **Disseminating findings**

E: CREATING PRIMERS



In a multi-stakeholder research team, it becomes important to orient each research team member on their specific roles, and how they can contribute to the research project. Primers can include tools and materials that can help the research team to understand why they do what they do, and how to do what they do in an effort to foster a deeper understanding of the roles each person may play in a research team, develop familiarity with specialized vocabulary that may be used in research and within the topics of research and to acquaint members of the research team to various methodologies that may be used in research. Primers may function as training tools that can be used in online settings to bring together the various members of the research team. They can also serve as a go-to resource that can be accessed as any point in time during the duration of the research project.



Step 1: RESEARCH PRIMER

A Research Primer offers basic definitions on how patients can prepare to participate in research responsibly. It may offer training material and guidelines on how to employ social media platforms in ethical and optimal ways for all phases of research.

Defining the Role of Patient Partners in Research: The Research Primer offers tools and materials that can be used to deliver a brief training to patients who are interested in becoming partners in research. Patient Partners in Research (PPRs) play an important role in patient-centered research by interacting with research scientists (rheumatologists, dermatologists, epidemiologists, etc.) and research coordinators who are studying disease specific conditions. It includes such activities as being a “pilot tester” to give feedback on surveys or about the feasibility of a study. Will patients sign up for the study? Will patients be able to answer survey questions? Will patients want to participate in the trial that a researcher is proposing? These are the kinds of questions that pilot testers can help answer. PPRs who have an interest or expertise in research may be called on to act as advisors to researchers. PPRs provide their perspective as a patient about how best to design and/or implement a study and/or disseminate findings. In some cases, researchers may seek co-investigators who also have experience as patients.

Research Trainings: Patient Partners can be trained to gain basic understanding of:

- How the patient role in research has evolved
- What patient engagement entails
- What multi-stakeholder engagement means
- Why researchers do things the way they do
- How to evaluate survey instruments
- How to understand and evaluate research reports and presentations
- How to analyze, interpret, and talk about research results

Patient Partners in Research (PPR) is a Patient Research Initiative by CreakyJoints, a part of the Global Healthy Living Foundation. The training developed by CreakyJoints is a three-part training session offered as an orientation to new Patient Partners in Research (PPRs) and includes modules as follows:

- **Session 1** – Introduction and research design
- **Session 2** - Research instruments and data collection
- **Session 3** - Data analysis, presentation and interpretation

Any research primer must include a domain specific glossary of terms or specialized vocabulary to enhance engagement and learning, encourage participation and expand reach. Glossaries can be of different types and may include some of the following:

A Research Glossary

- A glossary of commonly used terminology in patient-centered outcomes research
- Research glossaries can also explain and simplify medical terminology by providing a brief description of specialized terms that may arise within the research project and disease specific domains.

Example: **Comparative Effectiveness Research (CER):** *A kind of research that focuses on developing new evidence for comparing the effectiveness and safety of different clinical options to see which ones work best for different people.*

Spondyloarthritis (or spondyloarthropathy): *The name for a family of inflammatory rheumatic diseases that cause arthritis. It differs from other types of arthritis, because it involves the sites where ligaments and tendons attach to bones called “entheses.”*

(Source: the [American College of Rheumatology](#))

When creating glossaries, it is important to provide attribution to the source of your information or definition. IT may also be useful to provide the user with links that could provide the user with more in-depth information.

Ethical Guidelines

- Provide best practices around conducting healthcare research in an ethical way.
Example: *You can provide a list of “Do’s” and “Don’ts” that may include statements that discourage asking for private/personally identifying information, or using misleading messaging (claims about ‘cures’, ‘drug safety’) or offering promises that can seem coercive or that can influence individuals to participate. Conversely, statements may be provided to encourage development of educational material like glossaries to bridge/get everyone on the same page to ensure the research is patient friendly and focused.*
- ***For a more comprehensive list of “Do’s” and “Don’ts”, refer to the SMART toolkit slide-deck.**

Institutional Review Board (IRB)

- Provide all patient partners an opportunity to complete basic training in conducting research in compliance with human subject protection through your institution's IRB. You may provide webinar trainings for patient partners on why this may be important.
- Develop a protocol of principles to follow under human subject protection for compliance with IRB.
- Best practices may include what kind of material be sent for review to IRBs and guidance on what to include in a submission package.

Example: *Documents to include for IRB review may include description of target population and rationale for targeting, plans around frequency of messages, communication method (i.e. private Facebook messages) and process for responding to incoming messages.*

***For a more comprehensive list of best practices around IRB refer to the SMART toolkit slide-deck.**

Training on opportunities for patients to use social media for all phases of research

- Provide an introduction to the three phases of research: research activities are situated within an overarching framework for involving stakeholders before a research project begins, during the conduct of research activities, and after research is concluded. Social media can be used across all three phases. Provide best practices on some of the ways in which social media platforms can be used during the different phases of research.
- The patient investigator, partners, and participants may jointly identify, refine and prioritize research topics, a project plan, and a path to successful research. Patient research partners and technical experts may help during the project by serving as full partners on technical issues related to patient recruitment and protections and by participating in research design and analysis decisions. They may help after the project is completed by supporting dissemination and implementation of findings. Many of these activities may be done online.

***For a more comprehensive understanding of best practices around leveraging social media at all phases of research refer to the SMART toolkit slide-deck. If you would like more information on the training developed by CreakyJoints, please contact Shilpa at svenky@ghlf.org or (646) 427-7891.**



Step II: CREATE A SOCIAL MEDIA PRIMER

The Social Media Primer offers tools and materials that can be used to incorporate social media as a platform for research engagement. It must provide a clear definition of what social media is and, specifically, of social media platforms that are of particular interest to the research project.

What is social media?

- The Oxford Dictionary defines social media as “websites and applications that enable users to create and share content or to participate in social networking”
- Social media is also referred to as Web 2.0

Different types of social media may be used depending on message format and population to be recruited. The SMART toolkit focuses on 3 types of social media platforms.



FACEBOOK



TWITTER



BLOGGING PLATFORMS

Through these platforms, patient research priorities can be identified, patient research partners mobilized, study participants recruited, and research findings disseminated via social media in faster and cheaper ways than traditional approaches. Facebook, Twitter and blogging platforms can be used to identify and understand what research topics are most important to patients, what decisions matter most to patients, what factors contribute to health-related quality of life, and what gaps may exist in patients' understanding of treatment options. Social media and networking platforms can also aid in disseminating evidence-based health information.

There are many ways in which networking platforms such as Facebook, Twitter and blogging platforms can be used to identify and understand:

- What research topics are most important to patients
- What decisions matter most to patients
- What factors contribute to health-related quality of life
- What gaps may exist in patients' understanding of treatment options

It is important to highlight the opportunities and challenges using social media to engage in research. Including:

OPPORTUNITIES	CHALLENGES
Facilitates recruitment across geographic areas, not confined to clinical settings	May bypass provider/clinical validation and oversight
Permits rapid implementation of surveys	Privacy and data security risks
Allows for easy interaction among different stakeholders	Potentially overwhelming amount of data
Lowers cost of research	Individuals on social media may not be representative of all patients
	May spread inaccurate information or false information

STRATEGY OVERVIEW

A strategy overview means providing a roadmap for your research team on the specific ways in which social media platforms will be used during each phase of a research project. The research team may start by identifying what the different phases of research are, and then identify pathways and opportunities to engage social media platforms for each phase. This section suggests some best practices to engage social media platforms in research that the research team can use.



BEFORE RESEARCH

Activities that take place during the preparatory phase of research may include creating a buzz around topics, community building activities, refining topics and building research questions. The research team may either provide a step by step articulation of what the phase of research entails, and where social media platforms may be engaged or one may simply provide an overarching plan on how to use social media in general during the different phases of research.

PHASE I: Before

- **Building an engaged patient community**
- **Identifying topics**

PHASE II: During

- **Creating a survey, measure, or other instrument**
- **Recruiting study participants**

Phase III: After

- **Disseminating findings**

Using a framework to getting started with engaging social media in Phase 1 of research may be helpful. In general, it may prove helpful to create a buzz around the topic of interest or research to build momentum. By doing so it may be possible to identify whether or not a topic may be of interest to

a specific population in the first place. Once this is done, it becomes easier to connect and build an engaged community with populations that may find your topic of study interesting and engaging, and through specific platforms connect and reach other communities and people. Once the word is out and connection has been initiated, it is important to sustain the communication and dialogue in an effort to continue the flow of information. Some ways in which one can identify a focus area may include:

- Soliciting topics directly from patients and other stakeholders – asking patient communities online what topics are of interest to them and why?
 - Hearing what patients care about in online discussions
 - Conducting live engagements with patients (e.g., Twitter chats / Facebook Live)
 - Looking out for recurrent themes in patient blogs and patient narratives
- Connecting with the population of interest may include selecting the best platform for your study and some things that may need to be considered are what platforms may be best suited to conduct and engage conversation and discussion around a specific topic. By engaging the patient community, we can gauge what sort of research topics are of interest to patients --doing this will perhaps increase the likelihood participation by the community in research. It is also a manifestation of the democratization of the research process itself.
 - The research team may also consider whether or not they will host regular chats via forums for sustained engagement.
 - Importance must be given to whether or not conversations need to be moderated and closed off after a specific time interval has passed.
 - Appointing a moderator or administrator who may oversee when to interject, intervene or answer any questions may prove useful.
 - Moderators and administrators may also assist in developing questions through social listening that can then be discussed with the research team.
 - An ecosystem that outlines a three-step process on how to get started for the preparatory phase of research may be articulated as follows:

IDENTIFY

Who is your target population?

Create a buzz

Digital ads

Social Media messages on Twitter, Facebook, online forums

Use simple language

CONNECT

Reach out to key bloggers/ opinion leaders

Partner with patient advocacy organizations

Ask patients to connect you with other patients

Appoint a patient as an ambassador for the project and to help spread the word

SUSTAIN

Encourage interaction

Allow a forum for patients to ask questions

Be clear on what participation entails

Appoint field coordinators

It is important to build an engaged community because, first, it simply is the right thing to do—the end users of the research are policy makers, health care providers and, ultimately, patients. It is important to understand and gain insight on what matters to patients to make research relevant. In addition, because this community will be a crucial part of your research team-- by helping identify topics, testing assumptions, or refining questions. Building a 'research ready' community of patients is not just important, it is necessary if we want to do relevant research and engage communities online in later Phases of research (e.g., recruitment and dissemination).



DURING RESEARCH

Activities that take place during research include adhering to ethical principles of research, recruiting and enrolling participants, and collecting and analyzing data. For the 'During' phase of research, social media can be used to build surveys or other instruments as well. In addition, data collection and data analysis are an important part of any research study. Social media platforms and forums can provide a community of patients who may become patient partners in research. Patient Partners in Research can be engaged as patient expert consultants to assist coders to capture patient in-group terminology alongside mainstream medical slang at the time of data collection as well as during data analysis. Social media can be used to increase the visibility of research studies, stay up-to-date in their fields, and connect with other experts and to expand reach in a quick and efficient way. Multiple objectives exist for using social media for this phase of research and can range from recruiting participants to participate, deploying messages to specific populations and using metrics to assess effectiveness of content. When posting on social media, it is important to evaluate the performance of a post by monitoring its engagement, reach and impressions.

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- **Engagement:** Engagement measures the number of times someone interacted with your posts. That could mean a variety of actions such as clicking a link, sharing your post, making a reaction or leaving a comment.
- **Reach:** Reach is the number of people your content is viewed by on Facebook. This can be through either paid or organic efforts.
- **Impressions:** While reach tells you how many people saw your posts, impressions measure the number of times your posts were seen. That includes if one post was seen multiple times by a single user.

Social media platforms can be used in a variety of ways for developing surveys and other instruments. Researchers may turn to social media platforms to gauge what some recurring themes, challenges, areas of interest may be within disease specific conditions that patients may be talking about. Researchers could pose questions to patient forums and communities online to test out whether or not their question makes sense. Much like a process of concept elicitation, these approaches could help to develop survey questions that may resonate with patient participants.

- Developing research instruments like surveys, for instance, involves understanding and identifying major themes within specific domains. Social media can help in identifying themes by observing Facebook posts, for instance, for recurring themes.
- Facebook posts can be coded either manually or by using programs like NLP -- a way for computers to analyze, understand, and derive meaning from human language in a smart and useful way.
- The research team could engage patient expert consultants to assist coders to capture patient in-group terminology alongside mainstream medical slang. The subtlety of this information requires sensitive web scraping algorithms fit to the task, employed by analysts capable of receiving the qualitative expertise of patients.
- Word clouds may provide a great way to optically communicate and summarize the frequencies of co-occurrence mentions.

Social media can provide a wealth of information to dip into. Much like a focus group discussion, information available may be rich, detailed and often unstructured. Since these are not fixed in time and may remain open, often discussions may be asynchronous unless otherwise specified and moderated. It may prove challenging to sift through this information. Hence, developing some steps to help structure how we can use this information matters greatly. Some simple steps to use while building a survey instrument using social media are:

- **Identifying where to listen:** Listening online may help the research team to identify recurrent themes that could be built into a survey. Engaging patient experts is important to help researchers identify colloquial use of in-group terms. The first step then, involves

choosing the platforms to listen in on. Some platforms could be:

- Patient blogs / forums
 - Facebook pages
 - Twitter
- **Agreeing on what to listen for:** Much like moderating a focus group discussion, it may be useful to outline what exactly the research team is intending to understand or listen in on. Drawing broad categories may help and could range from:
 - Patient discussions of diagnosis and disease management
 - Experiences with therapies and side effects
 - Social/emotional coping

Finally, once we have the wealth of information in the form of narratives through blogs, or moderated Facebook discussions or Twitter chats, the next step involves translating themes and concerns discussed on these platforms into research questions, survey questions or topics of study. Some ways to do this include:

- **Gathering** qualitative data by scanning and reading through patient narratives and blogs
- **Finding** themes and recurring topics across various conversations and platforms
- **Coding** data: Programs like natural language processing (NLP) can be used to analyze, understand, and derive meaning from human language in a smart and useful way. Patient experts can help decode specialized terminology that may be used within disease specific groups
- **Testing** out assumptions: This could include building survey questions around topics and themes identified through the above process and then fielding the survey to a small group of patient participants to confirm that the questions raised are in fact appropriate and exhaustive

Social media can provide several opportunities for recruiting participants into research studies. Social media can provide ways to recruit that may be faster, easier, sometimes less expensive. Further, the ability to reach diverse populations across geographic regions is a big advantage. At the same time, it is important to remain cautious of disadvantages that may include making sure the population recruited satisfies eligibility criteria and that protocols regarding consent are carefully followed. Some ways to effectively recruit online are as follows:

- Advertising is a great tool to use on social media for recruitment and outreach and can help with the following:
 - Aiding in recruitment by highlighting patient testimonies and narratives
 - Creating short calls-to-action
 - Driving traffic to websites

- Streaming interesting moments
 - Explicitly stating who the study is for, how the study will be conducted and how findings will be used
 - Explicitly stating requirements such as completing online consent
 - Explicitly providing an email or contact number for participating to reach the study team in case of any questions or concerns
- With Facebook advertising, it may be useful to try different messages for different audiences and to identify messages that are driving enrollment. It is always important to optimize recruitment by using metrics like cost per conversions, clicks, and click-through-rate. Facebook has a robust advertising platform that can help. It would also be helpful to learn advertising best practices by consulting with a social media expert. Effective ways to recruit may also include providing a sign-up form to ask for email at the very beginning, so you can email those who did not enroll.
- It may be useful to provide a Social Media Recruitment Kit for your Research Team and include the following information:
 - Information on who should use the recruitment kit and how
 - Templates for Tweets, Facebook posts and/or blog posts/prompts
 - Hashtags and handles, if applicable
 - Videos
 - GIFs
 - Shareable images

AFTER RESEARCH

PHASE I: Before

- **Building an engaged patient community**
- **Identifying topics**

PHASE II: During

- **Creating a survey, measure, or other instrument**
- **Recruiting study participants**

Phase III: After

- **Disseminating findings**



Dissemination is the distribution of information and intervention materials to a specific public health or clinical practice audience. The intent is to spread knowledge and the associated evidence-based interventions. Important points to consider for dissemination of research findings may include the following:

- **What** information are you sharing?
- **Why** is it important to share this information?
- **Who** are your partners to help share this information?
- **How** are you going to disseminate this information?
- **When** are you able to share it?

It is important to always remember that while social media affords opportunities to disseminate research, several challenges exist too. For instance, it may not always be feasible and advisable to publicly share research findings or information about a research study until an embargo on an abstract has been lifted or a manuscript published. Institutions issuing press releases are required to abide by the embargo policy of various bodies and organizations that may be funding or publishing study findings. A useful protocol must be followed and may include an order that requires that an abstract first be published at conference or manuscript published in a journal. Once this is done, a news press release may follow. This may be the time to then publish or share the information via a website post and via social media blasts. Several approaches are available and may include the following:

It may be useful to consider the best approach to be used for dissemination of evidence based research findings:

- Posting concise news headline (with image) that links to full news article, research publication or abstract
- Creating stand-alone infographics for quick consumption
- Conducting Facebook Live or Twitter chats to discuss findings
- Asking patients to write blogs summarizing research findings in accessible language
- Using a combination of social media and print media to share information with providers

The following are some tips to help disseminate research findings effectively online:

KEEP IT BRIEF: Short, visibly engaging posts get the most 'views'

SIMPLIFY: Translate findings into language that a general audience can understand

ANSWER THE 'WHY': Highlight why the research findings matter and to whom they matter

Use graphics or images

IRB, ETHICS OF PRIVACY AND SOCIAL MEDIA



How can researchers ethically recruit and collect data through social media? In the social media world, boundaries tend to blur between public and private. While guidelines exist, more clarity is required and evolving. Under the Food and Drug Administration (FDA) regulations, an Institutional Review Board (IRB) is an appropriately constituted group that has been formally designated to review and monitor biomedical research involving human subjects. In accordance with FDA regulations, an IRB has the authority to approve, require modifications in (to secure approval), or disapprove research.

As general practice to comply with confidentiality:

- Avoid asking for private/personally identifying information
- Avoid using misleading messaging (claims about 'cures', 'drug safety')
- Avoid offering promises that can seem coercive or that can influence individuals to participate
- Avoid infiltrating a Facebook page or a private forum without permission from the site administrator
- Avoid assuming you don't need IRB permission to 'spread the word' about your research study
- Avoid advertising, recruiting and contacting individuals to participate without protocols such as informed consent
- Ensure text follows IRB guidance for recruitment materials
- Describe target population and rationale for targeting
- Provide plan for frequency of messages, communication method (i.e. private Facebook messages) and process for responding to incoming messages
- Specify which study staff will be communicating out and monitoring a recruitment account & procedures to monitor the activity of those staff
- Specify if you will collect data via social media as part of recruitment process
- Describe how you will communicate to potential subjects that information shared via social media is not secure
- Include ALL images/text that may be used for recruitment

In general, a good rule is to always check with your IRB when in doubt, if or not specific material needs to be reviewed or regarding any related matters of privacy and confidentiality.

GLOSSARY OF TERMS

A research team may comprise different stakeholders who may or may not be familiar with using social media in research. It is always best not to assume that everyone has the same level of familiarity with social media. Providing a glossary of terms may benefit all involved. The glossary may be brief and concise and you may provide links and resources for those who may be interested in more detail.

Some relevant Social Media Terms that may be included in the glossary are as follows:

1. **Social platforms:** Social platforms are online communities where people can interact with friends, family, coworkers, acquaintances, and others with similar interests. Most social platforms provide multiple ways for their users to interact such as chat, video, blogging, and discussion groups (i.e. Facebook).
2. **Facebook:** Facebook is mainly used by people who want to connect with family and friends. It is a place to talk about people they know and interests that relate to their life.
3. **Post:** A post is content that you create. Posts can be made on various platforms.
4. **Twitter:** Twitter is a micro-blogging platform, where short status updates are posted about stories, ideas, opinions, news; anything that is of interest.
5. **Tweet:** A tweet is a Twitter message, which must be no more than 140 characters, now 280 for some users.
6. **Hashtag:** The # (pound) symbol used in front of keywords to index and make the topic of a tweet searchable.
7. **Handle:** A handle is the unique user name selected by a Twitter user. It is designated by an “@username” identifier.

Engaging social media in research is evolving and presents challenges and opportunities. With a constantly changing landscape, we hope that this guide has provided you with some strategies to use in your own work.

For more information on the SMART toolkit please contact Shilpa Venkatachalam at svenky@ghlf.org