

West Moreton Health Research Strategy 2021-2025

Service: Research Division

Division: Medical Services

Date Due: 2021

Date Submitted: 23 July 2021

Prepared by: Dr Rachelle Pitt, Director Research and Innovation

Contributors: West Moreton Hospital and Health Service Staff
West Moreton Hospital and Health Service Research Committee
Queensland Centre for Mental Health Research

Approved by: West Moreton Hospital and Health Service Board 6 August 2021

Contents

Contents	3
Forward	4
Executive Summary	5
West Moreton Health Research Strategy 2021-2025	6
Enable the system to support research.....	7
Develop excellence in research	8
Strengthen research partnerships.....	9
Be a research driven organisation.....	11

Forward

A major priority for the West Moreton Health Strategic Plan 2021-2025 is to *deliver safe, quality care, now and in the future* through a commitment to safety and quality, and the rapid growth of research capability. The West Moreton Health Research Strategy 2021-2025 provides a roadmap for the achievement of this significant strategic priority and recognises the existing depth of skill, enthusiasm, and motivation of our staff, stakeholders, and community to deliver excellent evidence-based health care.

Research is a critical enabler to improve the quality of patient care and health outcomes in any health system. A strengthened research capability at West Moreton Health will advance our unwavering commitment to *caring better together* and our aspiration to be a tertiary hospital and health service capable of meeting and exceeding the needs of a rapidly growing region.

The Research Strategy provides a framework to help West Moreton Health achieve our vision of being “A health service fully informed by excellence in research that supports the West Moreton community to achieve their best possible health and wellbeing.” This framework focuses research effort in areas of local priority, and on building the capacity of our systems, infrastructure, and people to support and undertake research. The strategy is grounded both by the needs of the populations we serve, and the need to provide a culture and environment that will expand our research capability, nurture research excellence, and continue to attract the high quality health workforce necessary for West Moreton Health to provide excellent health care. To achieve this we will:

- Enable the system to support research. *We value and enable research and knowledge translation*
- Develop excellence in research. *We develop research strengths in priority areas*
- Strengthen research partnerships. *We value and collaborate with our partners*
- Be a research driven organisation. *We do, use, and translate research*

The Research Strategy recognises that West Moreton Health cannot embark on this journey alone. In its implementation, West Moreton Health will collaborate closely with the Ipswich Hospital Foundation, Brisbane Diamantina Health Partners, Darling Downs and West Moreton Primary Health Network, university partners, other Hospital and Health Services, health service providers, our consumers, and more. The input and contributions of these partners, stakeholders, and supporters will not only strengthen our research capability, but reinforce the bonds of a network dedicated to the better health of the people of West Moreton.

Having a strategy to guide an expanded research capability at West Moreton Health is an exciting milestone in our trajectory to becoming a tertiary health service, guiding not only our investment and resourcing decisions, but signalling our intent to the world that research is, and will continue to be, a fundamental part of the way we operate at West Moreton.

Executive Summary

West Moreton is a region of both tremendous need and opportunity. Unprecedented population growth and significant cultural and socio-economic diversity require rapid system transformation to embed contemporary, and culturally safe models of care within our services. It is recognised that West Moreton Health (WMH) needs to rapidly adapt its capital, services, and workforce planning to achieve our aspirations to maintain safe and sustainable care for our community. The WMH Strategic Plan 2021-25 has positioned research as a critical enabler to transforming clinical services and delivering on our master planning to provide the highest quality healthcare for our community. The West Moreton Health Research Strategy 2021-25 sets the direction for how this will be achieved.

The West Moreton Health Research Strategy 2021-2025 has been developed under the auspices of the Board Research Committee and West Moreton Research Committee and involved wide consultation with the WMH workforce and WMH's research partner network. The WMH Research Strategy is closely aligned with the WMH Strategic Plan 2021-2025 and considers Queensland Advancing Health Research 2026 to guide WMH's research actions, investment decisions, and strategic direction.

The West Moreton Health Research Strategy is directed by our research vision:

A health service fully informed by excellence in research that supports people in the West Moreton community to achieve the best possible health and wellbeing.

Realising the overall vision is underpinned by four broad objectives:

- Enable the system to support research
- Develop excellence in research
- Strengthen research partnerships
- Be a research driven organisation

These objectives reflect our commitment to embedding and enabling research within West Moreton Health and prioritising our workforce as drivers of relevant and meaningful research to address local challenges. We also recognise the excellence in research demonstrated by the Queensland Centre for Mental Health Research and the collective expertise of our partners as critical to supporting our research direction.

As this strategy aims to reflect the needs of our patients, our people, our community, and our partners, we have identified four priority areas in which we will focus our research efforts:

- Equitable access to healthcare
- Mental health research
- Digitally driven health services redesign
- Health services research to drive excellence in healthcare

The West Moreton Health Research Strategy 2021-2025 will turn the challenges we and our community face, into opportunities to innovate, evaluate and sustain improved outcomes for our patients and community, and care closer to home.

West Moreton Health Research Strategy 2021-2025

Delivering and using research that improves
outcomes for our community



Our Research Priorities

- **Equitable access to healthcare** including culturally safe health services for diverse populations and addressing the social determinants of health
- **Mental health research** including the underlying causes of mental illness, burden of disease, clinical interventions, service delivery and evaluation, and policy and practices.
- **Digitally driven** health service redesign
- **Health services research** to drive excellence in healthcare

Enable the system to support research

We value and enable research and knowledge translation

Priority Actions	Key Activities	Yr1	Yr2	Yr3	Yr4	Yr5
Position research as an enabler to clinical and master planning	Identify research infrastructure opportunities in future planning					
	Develop mechanisms to use research evidence to support clinical planning					
	Prioritise research expertise and leadership in key clinical appointments					
Redesign operations to support research	Identify research champions to lead research portfolios within departments					
	Include research accountabilities and expectations in position descriptions and divisional portfolios					
	Identify and address barriers to staff by providing allocated time for engaging in research opportunities					
	Enable research specific processes to be implemented by business support functions e.g. HR, Finance, and Procurement					
	Ensure digital health data is collected in a way that facilitates future research					
Prioritise research in financial decision making	Establish and optimise Private Practice Fund/SERTA to support research activities					
	Develop new business models for increasing and demonstrating return on investment in research, innovation and knowledge translation					
	Empower leaders to reallocate resourcing to research activities					
Invest in research infrastructure to support growth	Establish and promote research support structures and resources to facilitate and improve the quality of research activity					
	Invest in research tools required in alignment with growth in activity					
	Identify and brand physical space to accommodate research workforce					
Draft Indicative Key Performance Indicators for consideration	<ul style="list-style-type: none"> • Research Development Managers recurrently funded • Sustained growth in research appointments • Research champion identified [removed 'every service/department'] • At least 1 project/annum including cost-effectiveness analysis (from Y4) 					

Develop excellence in research

We develop research strengths in priority areas

Priority Actions	Key Activities	Yr1	Yr2	Yr3	Yr4	Yr5
Establish research programs in priority areas	Embed research expertise in service areas of strategic priority e.g. through conjoint appointments					
	Develop Research Grants Scheme to seed research activity in priority areas (IHF)					
	Foster and coordinate programs of research in priority areas in accordance with WMH's Strategic Plan 2021-2025					
Ensure the excellence in research established by QCMHR is sustained	Streamline systems and processes within the organisation to support timely delivery of research activity					
	Leverage the strengths of QCMHR to support growth across WMH					
	Ensure partnership arrangements support and improve the interoperability between research institutions and WMH					
Grow clinical trials capability	Develop a business case for the establishment of a clinical trials unit					
	Review existing ethics and governance processes and performance and assess against National Clinical Trials Framework					
	Establish a clinical trials unit leveraging expertise of QCMHR and state-wide funding opportunities					
	Identify and support clinical champions to establish trials within clinical services					
<i>Draft Indicative Key Performance Indicators for consideration</i>	<ul style="list-style-type: none"> • Establishment of grants scheme in partnership with Ipswich Hospital Foundation • Administration of grants to clinician researchers • 25 active clinical trials by 2025 					

Strengthen research partnerships

We value and collaborate with our partners including health partners, academic and industry partners, and community

Priority Actions	Key Activities	Yr1	Yr2	Yr3	Yr4	Yr5
Establish long-term research programs with partners	Map current research collaborations					
	Document local data sets and explain how they can be made available for research					
	Link to academic collaborators who are working in priority research areas					
	Establish seed funding opportunities with partners for collaborative projects					
	Actively target external funding opportunities with partners					
Engage with community and consumers in research	Establish a Consumer Research Advisory Group					
	Establish mechanisms to increase community awareness to access research opportunities including partner opportunities					
	Engage with consumers, research end users, and academic collaborators to co-generate hypotheses, co-design research and access funding opportunities.					
	Host community events and activities that raise awareness of WMHHS research and its impact					
Enhance partnership with IHF	Establish a research grant program and recurrently offer shared Research Grant opportunities					
	Collaborate on fundraising opportunities					

	Implement shared communications plan between organisations to promote stories of impact and drive philanthropic support for research					
	Develop a joint approach to attracting and acknowledging donor support through hospital tours, naming rights of fellowships, infrastructure, or equipment.					
<i>Draft Indicative Key Performance Indicators for consideration</i>	<ul style="list-style-type: none"> • 5% of approved projects include consumer engagement by Year 5 • Demonstrated growth in successful competitive grant funding with partners 					

Be a research driven organisation

We do, use and translate research

Priority Actions	Key Activities	Y1	Y2	Y3	Y4	Y5
Build workforce capability for research and knowledge translation	Develop a knowledge translation strategy for WMH	■				
	Grow training and education pathways for research and knowledge translation	■	■	■	■	■
	Develop suite of online resources in foundational research skills for staff	■				
	Strengthen use of data, analytics and IT to enable research activities				■	■
	Grow the research capacity and capability of the Aboriginal and Torres Strait Islander workforce			■	■	■
Grow our own research experts	Embed research training opportunities in graduate training pathways in all professional streams	■	■	■	■	■
	Establish research fellowship scheme to support staff to undertake a Research Higher Degree		■	■	■	■
	Support leaders to grow their own clinician researchers		■	■		
Foster a vibrant research culture	Establish and support Communities of Practice for innovation and implementation	■	■	■		
	Implement a Research Communications Strategy to promote research and facilitate engagement	■	■	■	■	■
	Develop mechanisms to recognise the research achievements of staff	■	■	■	■	■
<i>Draft Indicative Key Performance Indicators for consideration</i>	<ul style="list-style-type: none"> Year on Year increase of staff enrolled in research higher degree Year on Year increase in conference presentations/publications 					