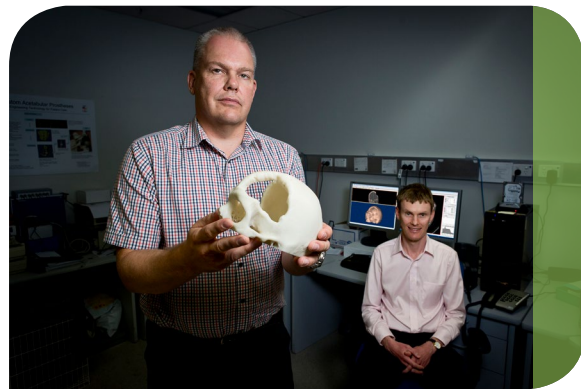
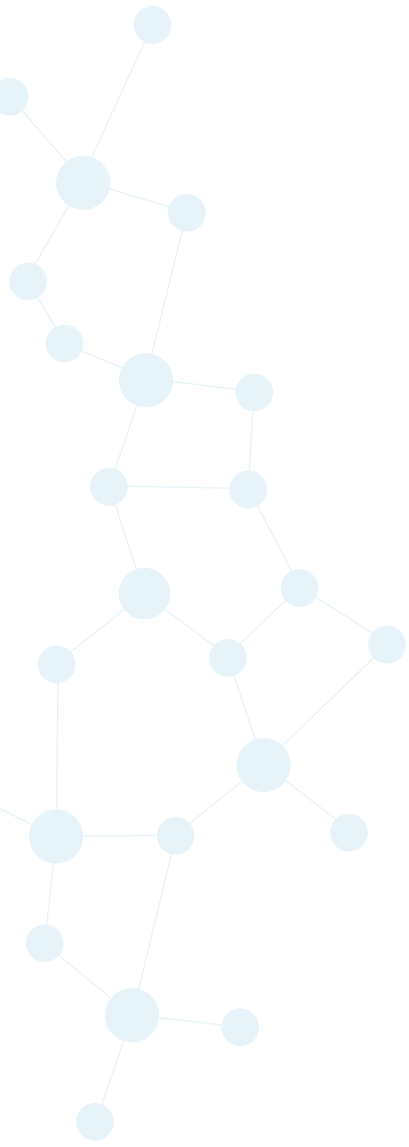


East Metropolitan Health Service

Research Strategy 2019-2022





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Foreword

Research is central to advancing healthcare and to East Metropolitan Health Service (EMHS) realising its vision of **Healthy people, amazing care - Koorda moort, moorditj kwabadak**

EMHS is proud of its outstanding history of clinical research and innovation. Achievements range from the Nobel Prize winning discovery of the causal link between Helicobacter pylori bacteria and stomach ulcers to the development of the Zenith® Endovascular Graft that is used worldwide to treat abdominal aortic aneurysm. More recently, EMHS bioengineers, scientists and surgeons have applied cutting edge 3D printing and stem cell technology to produce personalised custom medical implants.

However, there is always more to be done to respond to the changing demographics and healthcare needs of our community and to address inequities in health outcomes.

Contemporary thinking demands that we embed research into the core of what we do as a health service and take a fresh approach to how we support our staff to innovate and transfer new knowledge into frontline practice. As a progressive and forward-facing health service, EMHS is committed to research and innovation that translates into evidence-based practice, delivers excellent health outcomes for all and improves patient experience and safety.

This strategy aims to build on our history and strengths by increasing our capacity to conduct research that is 'close to practice' and translates into better care for our patients. At its core, the strategy is designed to systematically remove barriers and increase resources to enable our skilled and talented staff to conduct high quality research.

An early focus will be to work with our staff, partner organisations and the community to identify research priorities that reflect our strengths and the healthcare needs of our population, especially groups at higher risk of poor health outcomes. While framing a broad vision for research within EMHS, we will support and encourage local leadership to drive innovation and research that is responsive to needs across our network of tertiary, general and specialist hospitals and public and community health programs.

Health research and innovation increasingly relies on effective collaborations with other health services, research institutes, universities and the commercial sector. This strategy places a heavy focus on enhancing such relationships, engaging with our patients and community and effectively disseminating research findings, all factors critical to increasing the quality and impact of clinical research.

With this strategy we set a clear vision for research centred on fostering a culture of innovation that is inclusive of every level of the organisation and directly responds to community need. We are confident that this strategy will help us to realise our vision for research in EMHS: **'Research improves health'**



Professor Kingsley Faulkner AM
Board Member, EMHS

1. Introduction

“The important thing is not to stop questioning. Curiosity has its own reason for existence. One cannot help but be in awe when he contemplates the mysteries of eternity, of life, of the marvelous structure of reality. It is enough if one tries merely to comprehend a little of this mystery each day.” – Albert Einstein¹

As part of our commitment to intellectual curiosity and “not to stop questioning”, the EMHS Research Strategy 2019-2022 has been developed to strategically cultivate research in EMHS by:

- Embedding research into core business, removing barriers to research and increasing research capacity
- Translating knowledge gained through research into evidence-based practices and technologies that improve patient outcomes and deliver outstanding care

The EMHS Research Strategy comprises three critical components that are represented in the ‘EMHS research tree’, as portrayed in Figure 1.

Figure 1: Key components of the EMHS Research Strategy



Our Vision – The Leaves

Research Improves Health

Improving the health of our patients and communities, and delivering amazing care through health research

Our Approach – The Trunk

An Action Plan established on five pillars:

1. Infrastructure
2. Collaboration
3. Education
4. Communication
5. Culture

Key Drivers and Trends – The Roots

Learning from our Experience and our Environment

Building on our history, strengths and partnerships, and capitalising on emerging trends and opportunities for growth

This Strategy has been developed in consultation with EMHS researchers and other stakeholders, including external partners, through several EMHS Research Leader's Forums and stakeholder engagement interviews.

Ideas emanating from this local consultation have been shaped with reference to the research capacity literature and an environmental scan of trends and drivers in health research. Key messages, strategic concepts and action items have been borrowed from major health and medical research reports and similar research strategies and integrated with consultation findings. Major sources are listed in Appendix A.

1.1 Defining research

Health research encompasses the many types of scientific investigations designed to provide new knowledge about how our bodies work, what causes us to get sick and how we can better diagnose, treat and prevent illness or injury.

The National Health and Medical Research Council (NHMRC) defines four broad categories of health and medical research:

- **Basic 'discovery' and biomedical research:** is undertaken to address fundamental questions about the biological, behavioural and social mechanisms which underlie wellness and disease.
- **Clinical research:** involving patients, their health data and/or tissue samples, is undertaken to find better ways of identifying and caring for people with ill health (e.g. clinical trials).
- **Health services and systems research:** examines ways of improving delivery of health services (e.g. patient pathways; cost benefit studies of health programs).
- **Public health research:** involving communities or populations, is undertaken to identify the factors which contribute to ill-health in populations and ways of influencing these factors to prevent disease

The ultimate aim of all medical research is to improve the health of our community. This is achieved by continuing to foster research across all four categories, while advancing the translation of research findings into evidence-based practice that promotes health and wellbeing.

2. The research landscape

2.1 EMHS and our communities

EMHS comprises an extensive hospital and health service network that aims to maintain and improve the health and wellbeing of its patients and community.

EMHS provides healthcare through five hospitals: one tertiary hospital (Royal Perth Hospital), two general hospitals (Armadale Hospital and St John of God Midland Public Hospital) and two specialist hospitals (Bentley Hospital and Kalamunda Hospital). Public health and health promotion services are delivered through a range of population and community health programs.

The EMHS catchment covers an area of 3,711 square kilometres, with a population estimated at over 700,000 people in 2017/18. Key population patterns and trends include:

- The EMHS population as a whole is projected to increase by approximately 26% by 2028.
- The EMHS population is aging, with the number of older adults aged 65 years and over projected to almost double from 2016 to 2031.
- Between 2016/17 and 2017/18, EMHS inpatient activity grew by 8%, while EMHS emergency and outpatient activity grew by 4% and 5%, respectively.
- Poor health outcomes are observed among some groups within EMHS communities (e.g. people within Aboriginal^a communities, people experiencing homelessness and/or the socially disadvantaged).
- Observed growth in demand for mental health services is projected to continue increasing by 2024/25.

With an increasing and aging population, and growth in healthcare demand and utilisation, providing quality, cost-effective, evidence-based healthcare that meets the specific health needs of our population is of primary importance. EMHS recognises that research is the basis for evidence-based healthcare, and therefore, cultivating research is central to providing quality care into the future.

^a Within Western Australia, the term Aboriginal is used in preference to Aboriginal and Torres Strait Islander, in recognition that Aboriginal people are the original inhabitants of Western Australia. No disrespect is intended to our Torres Strait Islander colleagues and community.

2.2 Strategic context

The *EMHS Research Strategy* aligns with the seven service delivery principles outlined in the *EMHS Strategic Intent 2017-2020*. Research is central to the service delivery principle of 'Intellectual curiosity', while also relating to the six other principles that guide our health service, as demonstrated in Figure 2 below.

Figure 2: Research aligned to the EMHS service delivery principles



High performing systems and teams

High performing research systems and teams, with a commitment to excellence in outcomes and cultivating research leadership and teamwork.



Supporting cultural diversity

Serving a multicultural community – research that recognises and appreciates diversity, and is culturally inclusive.



Consumer-centred

Research that is patient-centred, relevant to patients and grounded in patient engagement.



Intellectual curiosity

Exploring and leading the translation of research into evidence based practice and innovations that will deliver excellent health outcomes.



Valuing staff

To be an employer of choice, as an organisation at the forefront of cutting edge research and innovation.



Active partnerships

Collaborate to innovate, partnerships that value add to the research conversation and facilitate access and progress.



Doing the right thing

Research governance that supports researchers to engage in research that upholds ethical practice and integrity.

Research is identified as a clinical service priority in the *EMHS Clinical Services Plan (EMHS CSP) Towards 2024²*, within the area of focus of 'Value based healthcare'. As part of achieving the best health outcomes for patients and the EMHS communities, the EMHS CSP recognises that delivering value based healthcare involves translating research into evidence-based high value healthcare. The EMHS CSP highlights the health service's commitment to partnering with researchers to enhance translational research, aiming to bridge the gap between the laboratory and clinical practice.

At a Statewide level, the *Sustainable Health Review Final Report*³ released in April 2019 sets the agenda for quality, sustainable healthcare provision in WA over the next ten years. Research is recognised across four of the eight enduring strategies documented in the Sustainable Health Review, with a focus on enabling research that translates into improved patient care and outcomes:

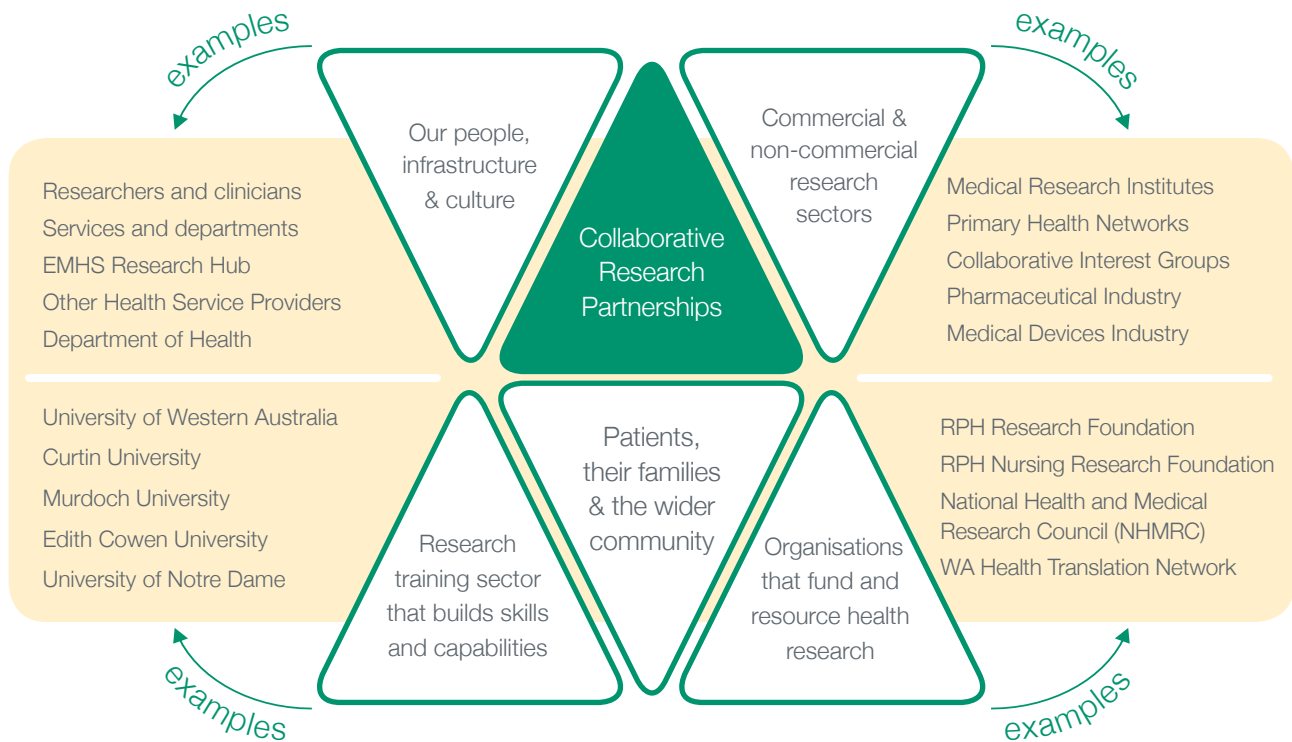
- **‘Innovate for sustainability’** involves embedding research into Health’s core business, supported by the Government’s Future Health Research and Innovation Fund, with the aim of nurturing a more vibrant innovation, research and translation culture in WA.
- Partnering with researchers to **‘Drive safety, quality and value through transparency, funding and planning’** by reducing clinical variation and ensuring only treatments with a strong evidence base and value are funded.
- To **‘Invest in digital healthcare and use data wisely’** by enhancing data linkage services to support research access and drive more effective research.
- Developing research skills and capability within health services as part of growing a **‘Culture and workforce to support new models of care’**.

2.3 Partnerships

The benefits of collaboration in healthcare and in research have been demonstrated throughout the literature, acknowledging that more can be achieved together than alone. Research translation is inherently collaborative, involving the continuous multidirectional exchange of knowledge and ideas between healthcare professionals, scientists and academics, population and public health teams, funding bodies and the ‘end-users’, our patients and communities. These partnerships ensure we identify, target and solve important healthcare problems with well-funded research programs and implement findings as new or refined evidence-based and best practice care.

The movement towards research translation, and the increasingly complex and multifaceted nature of health and healthcare issues, drive a growing need to ‘do research together’ – with patients and the public, and across multiple disciplines, professions and sectors. Figure 3 summarises key collaborative partnerships in EMHS that are fundamental to research now and going forward.

Figure 3: Collaborative research partnerships



EMHS maintains many enduring partnerships in support of research. For the past 36 years, the Royal Perth Hospital Research Foundation has been funding and providing specialist infrastructure to support research and innovation within EMHS, with an emphasis on supporting early career researchers. Similarly, the Royal Perth Hospital Nursing Research Foundation (NRF) supports novice researchers and funds projects that advance nursing knowledge to improve patient care.

The Harry Perkins Institute of Medical Research and the University of WA both have a major presence on the Royal Perth Hospital site, with projects covering a broad range of basic, epidemiologic and translational clinical research. Through our university partnerships, EMHS supports a wide range of university-based research initiatives and offers opportunities for postgraduate study.

EMHS recognises the value of providing West Australians with access to the latest treatments and attracts many industry-sponsored clinical trials of new drugs and medical devices. We also contribute to national investigator-initiated clinical trials and quality registries that aim to determine the safety and effectiveness of new and existing treatments, initiatives at the centre of effective research translation.

Finally, EMHS is proud to host a number of centres that provide specialist tools and technologies to support research within the service and in collaboration with external partners, as well as conducting their own research and providing training to health professionals:

- Cell & Tissue Therapies WA (CTTWA)
- RPBG Research Centre - Laboratory, Biosafety and Animal Facility
- Health Technology Management Unit (HTMU)
- Centre for Implant Technology & Retrieval Analysis (CITRA)

3. Cultivating research in EMHS

Cultivating research in EMHS involves:

- Understanding what research improving health looks like – **our vision**
- Learning from our experience in research and key lessons from the wider research environment – **the key drivers and trends**
- Building key pillars of research that facilitate sustainable growth in research outputs and translation – **our approach**

3.1 Research improves health



'Research improves health' is the vision of research in EMHS, and is linked to the broader EMHS vision:

Healthy people, amazing care.

Koorda moort, moorditj kwabadak.

Our vision of *'Research improves health'* recognises the integral link between medical research and positive health outcomes. Some of the earliest accounts of Australian research contributing to improved health include the observations on smallpox in the late 1700s and the subsequent development of a successful smallpox vaccination in the early 1800s by John Savage and Thomas Jamison.⁴

Throughout history, Australian research has contributed not only to increasing the 'quantity' of life (e.g. reduced mortality resulting from Sir Neil Fairley's development and uptake of an antimalarial drug during World War II⁵) but also improved quality of life (e.g. John Cade's discovery of lithium as an effective treatment of bipolar disorders in 1949⁶).

Cultivating research that improves the health outcomes (both 'quantity' and 'quality') of our patients and communities requires a focus on translating research into practice:

"The creation of knowledge does not, of itself, lead to widespread implementation and positive impacts on health. The knowledge must be translated into changes in practice and policy for the benefits to flow to Australians." – NHMRC⁷

Research translation is the conversion of research findings into new diagnostic tools, drugs and medical devices, and refined treatment pathways and practice standards that improve patient outcomes and reduce the burden of illness and injury on the community. Findings from any point in the research continuum, from basic science to population health, can be directly translated into durable practice changes leading to measurable improvements in patient outcomes.

Therefore, translating evidence into practice is the primary focus of achieving our vision for research that improves health. Translational research bridges the “know-do” gap – moving from what is *known* to what is done in practice, and is “the process by which the evidence produced by research is translated into policy, practice and product development”.^{8, 9}

A systemic approach to research translation is the means by which EMHS can ensure its research endeavours have maximum impact.

3.2 Key drivers and trends

The Australian health and medical research ecosystem has changed substantially over the past decade. Calls for transformational reform began with the seminal 2013 ‘McKeon Review’ which argued for **research to be embedded into the core business** of health services and for a focus on the rapid **translation of research knowledge** into improved clinical care and health policy.¹⁰

The McKeon Review recognised that embedding research into core business requires **improved research capacity** and **removal of barriers** to research. Improving research capacity and removing entrenched barriers to research participation by health staff is a long-standing challenge in health services.¹¹ Initiatives documented in the literature for increasing research capacity and addressing barriers to research have centred on:

- Facilitating large-scale **partnerships** between health services, universities, medical research institutes and the commercial sector, and creating cross-sector research networks.^{10, 12}
- Promoting multidisciplinary, **collaborative** research to respond to the complex and multifaceted nature of health and healthcare issues.^{10, 13}
- Better targeting of **resources** and better access to research infrastructure, including systems that collect routine health data for access by researchers, while protecting patient privacy.^{10, 13, 14}
- Improving the efficiency of research **ethics and governance processes**.¹⁰
- Better targeting of **training** programs that contribute to research skills development through partnerships with higher education.^{10, 13, 15}
- **Engaging** consumer and community input at all stages of the research process, from setting research priorities, to helping with dissemination and explanation of findings to the public and shaping research policies.^{10, 13, 16, 17}
- Using a variety of **communication** streams to celebrate and disseminate research findings.^{10, 16, 18}
- Fostering a **culture** of quality, safety and innovation that values research at the individual, team and organisational levels.^{12, 19}

The McKeon Review proposed a shift in focus towards **research translation** – ensuring medical research findings are effectively and rapidly transferred into clinical practice and health policy.^{7, 10}

A key advancement in this area has been the establishment of nine NHMRC-accredited Advanced Health Research and Translation Centres (AHRTCs) and Centres for Innovation in Regional Health (CIRH)²⁰, including the WA Health Translation Network (WAHTN)²¹ of which EMHS is a member. These centres bring together public and private healthcare providers, medical research institutes and universities to foster large-scale collaboration on all aspects of research, community health, policy, training and innovation needed to improve the translation and implementation of research findings into healthcare.

Other major initiatives are grant schemes targeting research projects with high potential to directly influence healthcare policy and improve clinical practice^{22, 23}, as well as research fellowships that offer early career and established researchers the opportunity to develop the specific skills needed for leadership in research translation.^{24, 25}

3.3 Research pillars

The key trends in health research, national and state strategic initiatives and the focus of our researchers and partners during consultation can be organised into five pillars that describe what we need to do to achieve our vision for research in EMHS (see Figure 4).

Figure 4: Pillars of Research

1. Infrastructure	Maximise utilisation of existing research resources, leverage non-research specific resources and invest in new research infrastructure and systems, including health-related data capture and analytics.
2. Collaboration	Build effective partnerships and collaborations, internally, locally, nationally and internationally, to maximise and share skills, and experience and achieve high impact, translatable research outcomes.
3. Education	Curate a comprehensive research education program tailored for, and accessible to, busy health service staff and increase mentoring and supervision opportunities.
4. Communication	Increase the promotion and celebration of EMHS research, encourage staff and consumer participation in research, and disseminate findings widely to facilitate translation into practice.
5. Culture	Instil a culture of research and innovation at every level of the service with a shared understanding that research is the norm among EMHS staff, patients, partners and the wider community.

The *EMHS Research Strategy* is fundamentally about consolidating, strengthening and expanding EMHS' research capacity by:

1. Increasing availability of **dedicated infrastructure and resources** needed for our staff and partners to conduct high quality clinical research (including access to health-related data) as well as refining research approval and monitoring processes to ensure they are highly effective and efficient.
2. Building effective **partnerships and collaborations** internally, locally, nationally and internationally, to maximise and share skills and experience, and achieve high impact, translatable research outcomes that improve patient care.
3. Curating a comprehensive research **education and training** program tailored for, and accessible to, busy medical, nursing and allied health staff so they can develop the knowledge and skills needed to conduct high quality research.
4. Establishing efficient **communications** processes to better promote and celebrate EMHS research, encourage staff and consumer participation in research, and disseminating findings widely to facilitate translation into practice.
5. Instilling a **culture** of research and innovation at every level of the service with a shared belief that clinical research is the norm, rather than the exception, among EMHS staff, patients, partners and the wider community.

It is important to note that the pillars are interrelated and progress in any one will likely have flow on benefits in other areas. Most critically, a **research "culture"** will emerge only when EMHS has achievable research goals backed by tangible financial, human and material resources, an accessible research education program, participative leadership at all levels of the services, consumer input, and wide dissemination and translation of clinical research findings.

3.4 EMHS Research Action Plan and Initiatives 2019-22

The **EMHS Research Action Plan 2019-22** for cultivating research outlines key **initiatives** under each pillar of the EMHS Research Strategy.

1. Enabling Infrastructure	
1.1	Establish an EMHS Research Hub
1.2	Streamline research governance policies, processes and platforms
1.3	Improve research metrics and KPI reporting
1.4	Improve management of research funds, and increase research funding
1.5	Better manage and nurture research expertise and human resources
1.6	Better utilise and invest in infrastructure and systems
2. Collaboration and Networks	
2.1	Foster internal networking and partnerships
2.2	Enhance existing external research partnerships with the public, private and not-for-profit sectors
2.3	Proactively develop new research partnerships across all sectors
2.4	Develop a network of community and consumer research partners
3. Education and Training	
3.1	Collate a comprehensive but flexible core research education program (REP) tailored for, and accessible to, busy EMHS staff
3.2	Better target need and maximise impact of the EMHS REP
3.3	Support completion of research education and training by EMHS staff, including mentorship for researchers and projects
3.4	Consider options to become a provider of research education and training
4. Communications	
4.1	Create an EMHS research brand
4.2	Increase internal awareness and better celebrate the work of EMHS researchers
4.3	Improve public awareness of the benefits of research
5. Culture	
5.1	Keep research at the forefront of EMHS priorities and thinking, and measure and report research engagement
5.2	Embed research leadership at all levels of the service
5.3	Consult widely within EMHS and the community to define research focus areas that align with the EMHS vision and priorities
5.4	Develop a suite of specific strategies to engage junior staff in research

The complete Action Plan can be seen in **Appendix B**. This includes preliminary implementation timeframes for each key initiative over three years:

- **Year 1 – Consolidate** (July 2019 – June 2020)
- **Year 2 – Strengthen** (July 2020 – June 2021)
- **Year 3 – Expand** (July 2021 – July 2022)

The Action Plan is aligned with the focus areas and tasks in the *EMHS Operational Plan 2017-2020 (Update 1 – January 2019)*.

4 Implementation

4.1 Leadership

Implementation against the *EMHS Research Strategy 2019-2022* will be led by the EMHS Director of Research and Research Manager.

Research is an inherently collaborative endeavour and successful implementation of this Strategy will rely on effective engagement with many stakeholders. Achieving its ambitious aims will require the combined efforts of EMHS researchers, clinicians, Heads of Department, Operations Managers, and site and health service Executive teams.

A **Research Strategy Steering Committee** will be formed to provide responsive support, guidance and oversight of implementation. Chaired by the EMHS Director of Research, the Steering Committee will consist of 6 members and the EMHS Research Manager. Members will be drawn from a range of EMHS hospitals, services and professional groups and will include a consumer representative.

4.2 Monitoring, Evaluation and Review

A detailed **Implementation Plan** with specific timeframes will be developed from the Action Plan during Year 1 (2019/20). Measuring success will involve identifying appropriate metrics to quantify achievement against these objectives, and establishing indicators to track achievement.

Indicators will be developed, and baseline data obtained, during Year 1 with review annually. The final suite of indicators will depend on available metrics and resources but will include measures such as:

- Increase in number of research projects approved
- Increase in number of projects translating into practice and policy
- Increase in the number of research projects presented at local, interstate and international conferences
- Increase in number and quality of research publications
- Increase in media, social media and other public communications relating to research
- Increase in the number of competitive grants awarded
- Increase in overall external funding attracted to support research
- Increase in the number and value of collaborations and partnerships
- Increase in completed research training courses and programs
- Increase in research engagement across all staff

A review of the Strategy will be conducted during Year 2 (2020/2021) to evaluate overall progress. The review will assess achievements to date and identify any adjustments required so that the Strategy remains relevant, responsive to changes in the research landscape and is able to capitalise on new opportunities. During Year 3 (2021/22), development of the next iteration of the EMHS Research Strategy will commence.

4.3 Reporting

Reporting progress supports transparency and fosters shared ownership of implementation across research stakeholders.

4.3.1 Internal

The EMHS Director of Research, with the support of the EMHS Research Manager, will be responsible for reporting to the EMHS Area Executive Group (AEG) and EMHS Board on progress achieved against the Implementation Plan. The approach to reporting will be “by exception” to celebrate completed initiatives, highlight key risks to progress for mitigation, and identify any significant amendments for endorsement.

Reporting to the EMHS AEG will be conducted on a quarterly basis at AEG meetings via a standardised implementation status report. Reporting to the EMHS Board will also be conducted on a bi-annual basis.

Further to noting by AEG and the Board, the implementation status reports will be made available to staff via the EMHS website.

4.3.2 External

There is a growing push towards public disclosure of health service performance and achievement of commitments and planned initiatives. Meaningful public reporting on progress will occur on a bi-annual basis via the EMHS website. Additionally, achievements will be reported in public-facing documents such as the EMHS Annual Report.

Appendix A: Major Sources

The following documents informed the development of the EMHS Research Strategy 2019-2022:

- *A review of Western Australia's data linkage capabilities.* (2016). Data Linkage Expert Advisory Group. WA Department of the Premier and Cabinet. Available at: https://www.jtsi.wa.gov.au/docs/default-source/default-document-library/a-review-of-western-australia%27s-data-linkage-capabilities---developing-a-whole-of-government-model---december-2016.pdf?sfvrsn=f6c26d1c_0 [Accessed 26 May 2019].
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- *Health and Medical Research and Innovation Strategy: Discussion Paper.* (2018). Department of Health, Western Australia. Available at: https://consultation.health.wa.gov.au/clinical-leadership-and-reform/health-and-medical-research-innovation-strategy/supporting_documents/Health%20and%20Medical%20Research%20and%20Innovation%20Strategy%20Discussion%20Paper.pdf [Accessed 26 May 2019].
- *Improving health through research.* Recommendations for research in the South Metropolitan Health Service. (October 2012). South Metropolitan Health Service.
- *The WHO strategy on research for health.* (2012). World Health Organization. Available at: <https://www.who.int/phi/implementation/research/en/> [Accessed 26 May 2019].

Appendix B: EMHS Research Action Plan 2019-2022

Pillar 1. Enabling Infrastructure		Year 1	Year 2	Year 3
Initiative	Implementation Priorities			
1.1. Establish an EMHS Research Hub	• Create an EMHS Research Hub and appoint a Research Manager	✓		
	• Develop Research Hub operating model and reporting processes, ensuring EMHS-wide coverage	✓		
	• Identify staffing options based on review of Research Hub models		✓	
	• Investigate options for aligning Research Hub with EMHS Innovation Hub			✓
1.2. Streamline research governance policies, processes and platforms	• Create EMHS Research Manual and EMHS website research pages to provide comprehensive information for researchers and the public	✓		
	• Achieve compliance with new research-related NSQHS accreditation standards under the National Clinical Trials Governance Framework	✓		
	• Monitor and advocate for research-positive revisions to State and National research ethics and governance legislation, codes, policies and frameworks	✓	✓	✓
	• Redesign EMHS research governance into a project facilitation liaison model suited to all types of research conducted across EMHS, and equip EMHS to act as sponsor for Investigator-led multi-site trials		✓	✓
	• Develop service agreements/arrangements with internal and external research support departments to enable access to timely research support		✓	✓
1.3. Improve research metrics and reporting	• Review and improve research metrics and reporting sources, including search and reporting function in the Research Governance Service (RGS)	✓		
	• Develop a set of comprehensive research activity, output and engagement KPIs to support improved planning and reporting	✓	✓	
	• Develop process for near real-time reporting of research activity, KPIs and outputs on the EMHS website research pages			✓
1.4. Improve management of research funds, and increase research funding	• Implement WA Health 'Standard model for managing clinical research funds', appoint Senior Business Officer (Research) and establish robust, transparent efficient systems for management of research funds	✓		
	• Create a resource and training package to improve grant and fellowship competitiveness, especially for junior staff	✓		
	• Investigate EMHS becoming an NHMRC 'Administering Institution' to allow EMHS to manage grant funds awarded to its researchers		✓	
	• Work with RPH Research Foundation and other partners to identify new funding streams, including philanthropic donations and novel opportunities (e.g. crowd-sourcing)			✓
	• Establish a process for engaging with patients post-discharge to encourage ongoing research engagement and potential for philanthropic support		✓	✓
1.5. Better manage and nurture research expertise and human resources	• Develop and maintain a register of dedicated research staff (e.g. clinical trial coordinators) and those with research experience/skills across all EMHS sites	✓		
	• Include research criterion in JDFs of medical, nursing, scientific and allied health positions to promote engagement in research and innovation	✓		
	• Ensure access by EMHS researchers to biostatistical services, health economics and business analytics, and EMHS Library & Information Service	✓	✓	
	• Explore options for permanent appointment of nurse/trial coordinators, such as "pool" appointments for sharing across EMHS sites and departments		✓	
	• Investigate ways to allocate protected research time for 'research active' staff and junior/early career researchers, including for publication, dissemination and translation of findings		✓	✓

Pillar 1. Enabling Infrastructure ... <i>continued</i>				
Initiative	Implementation Priorities	Year 1	Year 2	Year 3
1.6. Better utilise and invest in infrastructure and systems (e.g. core research facilities, tools, equipment, data systems)	• Create a research equipment and resource register to track and publicise availability and location of specialist research resources across EMHS sites	✓		
	• Develop a research equipment and software acquisition, licencing and replacement plan, including statistical software packages and database management systems	✓		
	• Develop a comprehensive guide outlining best practice requirements for the establishment and custodianship of data registries and biobanks	✓	✓	
	• Develop a data and digital IT plan to support the secure, ethical and timely collection, storage, use and sharing of health data for research, quality, planning and innovation		✓	✓
	• Investigate alignment of research and quality improvement/service redesign projects to enhance the quality and impact of both and support research translation, including incorporating of Patient Reported Outcome Measures into a core dataset available for research, quality, planning and innovation		✓	✓
	• Explore feasibility and community support for the routine consent of EMHS patients for the use of health information and samples in future research		✓	✓
	• Investigate use of technologies such as data visualisation and video to all aspects or research consent, conduct, reporting, dissemination and training			✓

Pillar 2. Collaboration and Networks				
Initiative	Implementation Priorities	Year 1	Year 2	Year 3
2.1. Foster internal networking and partnerships	• Develop roles of EMHS Director of Research, EMHS Research Hub and local site research leaders in identifying and facilitating research networking opportunities, and connecting staff interested in research across EMHS	✓		
	• Include networking opportunities on the side-lines of research presentations and seminars within EMHS, WA Health and hosted by our partners	✓	✓	✓
	• Investigate methods to increase communication and collaboration between researchers across EMHS hospitals, services, departments and disciplines (e.g. interactive website-based forums to support collaboration, discussion and mentoring among EMHS staff)		✓	✓
2.2. Enhance existing external research partnerships	• Utilise EMHS Research Hub as the key contact point for external partner organisations and researchers, and establish and maintain a database of local, national and international contacts and networks	✓		
	• Engage and support networking/collaboration with university researchers and students (e.g. guides to assist them to work effectively with EMHS; hosting networking and information sessions, in partnership with other Health Service Providers and the WA Health Translation Network (WAHTN))	✓	✓	
	• Develop a high-level agreement with the RPH Research Foundation and establish close working relationships between the EMHS Research Hub and the Foundation	✓	✓	✓
	• Integrate and capitalise on efficiencies between EMHS and RPH Research Foundation strategies, policies and procedures to make conducting Foundation-funded research in EMHS easier and more impactful		✓	✓

Pillar 2. Collaboration and Networks ... continued				
2.3. Proactively develop new research partnerships	• Develop an effective working relationship with Data Linkage WA and other key partners in the collection and use of health data in research	✓		
	• Support and train EMHS researchers to effectively build, maintain and capitalise on collaboration and networks in conducting high impact research	✓	✓	
	• Build relationships with internal and external partners with a focus on promoting research translation, including holding a regular forum bringing together clinical researchers and medical research institutes		✓	✓
	• Promote EMHS community profile and needs, research strengths and focus areas to actively seek new collaborations with university, medical research institute and industry partners		✓	✓
2.4. Develop a network of community and consumer research partners	• Work with Consumer & Community Health Research Network (CCHRN) to develop processes to increase consumer input into EMHS research	✓		
	• Utilise existing EMHS networks, consumer and advocacy groups to design research that addresses the needs and priorities of Aboriginal communities		✓	✓
	• Utilise existing EMHS networks, consumer and advocacy groups to design research that targets local mental health need, and the health needs of our aging population		✓	✓
	• Utilise existing EMHS networks, consumer and advocacy groups to design research that enhances EMHS' ability to serve its regional and rural patients and their families, and reduces the need to travel to benefit from research		✓	✓

Pillar 3. Education and Training				
3.1. Collate a comprehensive but flexible core research education program (REP) tailored for, and accessible to, busy EMHS staff	• Define the scope of core education required by EMHS staff to be equipped to conduct clinical research	✓		
	• Collate existing education programs run by partners and internally into an annual EMHS Research Education Program (REP) calendar	✓		
	• Promote the REP to EMHS staff and develop guides to help staff identify accessible training that suits their needs, experience, situation and location within EMHS	✓		
	• Work with the RPH Research Foundation and Post Graduate Medical Education to further develop the 'ABC of Research' seminar series	✓	✓	
3.2. Better target need and maximise impact of the EMHS REP	• Audit REP content and delivery methods to identify gaps in material and accessibility to all EMHS staff (Royal Perth Bentley Group (RPBG) and Armadale Kalamunda Group (AKG))	✓		
	• Source or develop training material to address identified gaps in the REP	✓	✓	
	• Source training in research translation and consumer input and facilitate regular research presentations focussed on translation/implementation of research findings and celebrating EMHS research	✓	✓	
	• Review current EMHS funding for research education and develop a business case for additional funding to improve the REP and create a Research Education and Support Officer position		✓	✓

Pillar 3. Education and Training ... continued				
3.3. Support completion of research education and training by EMHS staff, including mentorship for researchers and projects	• Support and champion the WAHTN Clinical Research Support Service and ensure ongoing provision of their service at all EMHS sites	✓	✓	✓
	• Establish a program for staff to access in-house mentorship and formal supervision across EMHS		✓	
	• Investigate ways to allocate time for staff to attend research education sessions, complete formal training and attend conferences		✓	
	• Investigate ways to increase the number of EMHS staff undertaking academic training in research (e.g., UWA Masters of Clinical Research)		✓	✓
	• Improve access to training for EMHS research ethics and governance staff and RPH Human Research Ethics Committee (HREC) members		✓	
3.4. Consider options to become a provider of research education and training	• Investigate developing an accredited advanced clinical research education program in collaboration with partners			✓
	• Explore the requirements, barriers and enablers associated with becoming a provider of research education as a means to increase access to EMHS staff, develop training expertise and raise revenue			✓

Pillar 4. Communications				
Initiative	Implementation Priorities	Year 1	Year 2	Year 3
4.1. Create an EMHS research brand	• Create an EMHS research brand and logo	✓		
	• Implement widespread use of EMHS research brand and logo online, in presentations and public displays	✓		
	• Develop a marketing approach that uses the EMHS research brand to promote the vision and direction for EMHS research, and apply this across research-related communications (including release of the Strategy)	✓		
4.2. Increase internal awareness and better celebrate the work of EMHS researchers	• Identify departmental-level research leaders to champion research, identify impactful research and liaise with EMHS Communications	✓	✓	✓
	• Use digital means (e.g. intranet; email lists) to celebrate research, increase awareness internally and publically and disseminate news and events	✓	✓	✓
	• Use events and displays to celebrate research and increase research awareness (e.g. EMHS Research Week; 'Paper of the Year' Award)		✓	✓
	• Ensure high quality research content continues to be included in the EMHS Annual Report and incorporated into staff forum presentations	✓	✓	✓
4.3. Improve public awareness of the benefits of research	• Develop a media and public awareness plan to facilitate communication of research stories into mainstream and social media	✓		
	• Support EMHS researchers with tools and tips for being active on social media and online research communities	✓		
	• Support staff to present research and innovation outcomes at local, national and international conferences, including the RPH Research Foundation's quarterly public presentations on health topics	✓	✓	✓
	• Design and implement "Ask Me About Research" campaign and create regular research displays in public areas of EMHS hospitals (posters/ video) that emphasise research translation and patient stories		✓	✓
	• Investigate co-marketing opportunities with the RPH Research Foundation and other partners		✓	✓
	• Investigate novel methods to raise awareness and provide information about of the benefits of research to patients during their care in EMHS		✓	✓
	• Develop a communications strategy to promote EMHS' research profile in WA, interstate and internationally to build networks, support fundraising and engage the philanthropic community		✓	✓

Pillar 5. Culture		Year 1	Year 2	Year 3
Initiative	Implementation Priorities			
5.1. Keep research at the forefront of EMHS priorities and thinking	• Develop detailed implementation plan to drive execution of the EMHS Research Strategy 2019-22	✓		
	• Improve regular reporting of EMHS research activities, outcomes and engagement to the EMHS Area Executive Group and Board	✓		
	• Include information about EMHS research in EMHS, AKG and RPBG staff induction and on-boarding information		✓	
	• Ensure all initiatives are implemented area-wide focus	✓	✓	✓
	• Embed research and quality improvement within a broader innovation framework that assists EMHS to identify and address complex problems and areas of need with high quality research and evaluation projects			✓
	• Explore opportunities and required resources to develop EMHS intellectual property (IP) and capitalise on the commercialisation potential of research			✓
5.2. Embed research leadership at all levels of the service	• Establish formal consultative role for RPBG Research Advisory Committee and expand representation to include members from across EMHS	✓	✓	✓
	• Include research leadership in JDFs for all Heads of Department, Business/ Operations Managers and Service Co-Directors, and support them to understand research and their role in facilitating research collaborations	✓	✓	✓
	• Engage EMHS senior leadership, including Area Executive Group and Board, to attend key research events		✓	✓
	• Encourage and support Hospitals, Services and Departments to set research priorities and goals responsive to local need	✓	✓	✓
5.3. Define EMHS research priority areas	• Conduct workshops and wider consultation to explore EMHS' clinical and research profile and define research focus areas that align with the EMHS vision and priorities	✓		
	• Explore models for establishing and supporting specialist research centres and collaborations themed on identified EMHS focus areas		✓	✓
5.4. Develop a suite of specific strategies to engage junior staff in research	• Ensure research education program content and delivery methods and mentoring program are tailored to time poor junior staff		✓	
	• Take practical steps to encourage junior staff to lead or contribute to research projects or high quality audits			✓
	• Work with funding partners to increase access to project funding and research fellowships to junior staff			✓

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Document Control

Version #	Version Date	Description
1.0	30/07/2019	Endorsed by EMHS Board and Area Executive Group

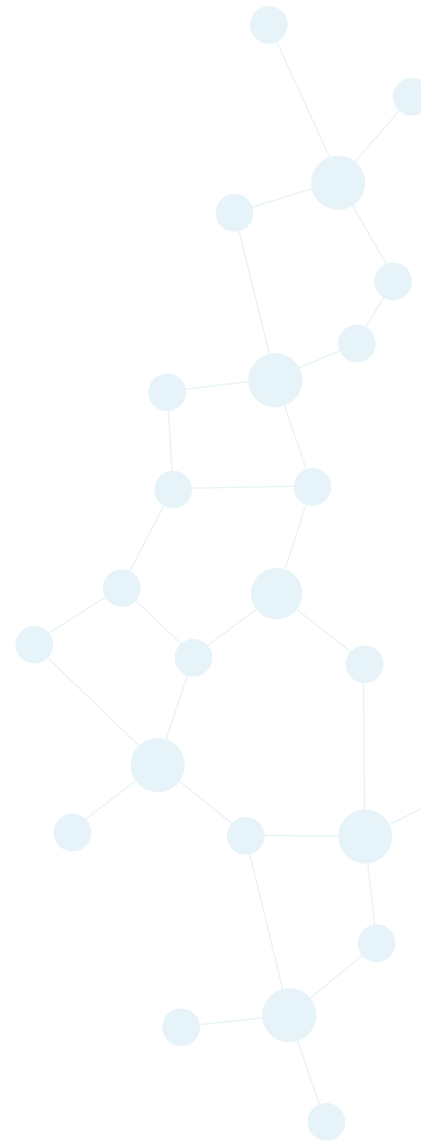
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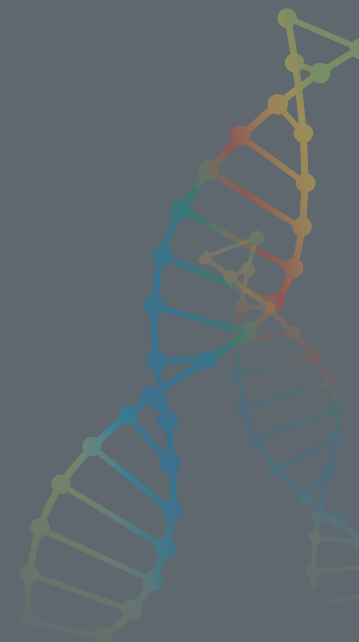
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East Metropolitan Health Service
Kirkman House, 10 Murray Street, PERTH WA 6000
PO Box X2213 PERTH WA 6847
www.eastmetropolitan.health.wa.gov.au

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For further information, contact the **EMHS Research Hub**: EMHS.REG@health.wa.gov.au





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