

WESTERN HEALTH

RESEARCH ROADMAP

2015 - 2020

*Enabling the strategic plan
through leading translational
and health service research*



Western Health

FOREWORD

INTRODUCING THE RESEARCH ROADMAP

Our vision is to enable the Western Health Strategic Plan 2015-2020, through translational and health services research and this Research Roadmap sets out how we plan to do that.

Our assessment of the many factors involved in prioritising our efforts for the next five years, suggests we need to continue the incremental gains, but also work towards the quantum leap as the opportunities are extensive and the need of the communities we serve is great.

Western Health has an opportunity to work with its partners to develop and implement this research roadmap and improve the lives of people living in the West of Melbourne.

We have come a long way in the last five years and we are well on the way to becoming a strong research centre. The challenge now is to take our research to the next level, including leading research on health issues with a major impact on our patient population.

This Research Roadmap is both ambitious, as it must be to respond to the scale of healthcare service delivery to Western Melbourne, and practical, reflecting an understanding of how we can improve care for our patients through research.

There is an opportunity for research to enable Western Health to implement innovative service delivery models to support the disease profile of our patients.

We know our patients best. Many return to the health service time after time over many years and there is almost a lifetime of health information which can be invaluable from a research perspective. The power of research needs to be harnessed in a more comprehensive way at Western Health and this Research Roadmap is designed to support that.

Together we will track and measure progress and work on clearing the way for greater research strength at Western Health, for the sake of our patients and their communities.

Professor Edward Janus

Director of the Office for Research

Dr Andre Nel

Executive Director Medical Services

RESEARCH ROADMAP SUMMARY

The research roadmap is a key enabler to the realisation of the organisational-wide strategic plan. Research at Western Health fundamentally provides the evidence base for best practice and innovative service delivery and contributes to achieving improved health outcomes for our communities.

Western Health's strategic plan sets out five key strategic aims that will deliver six outcomes for our service and the broader community. Within the strategic plan, Western Health is committed to driving research and quality improvement activities as part of everyday practice (Strategic Aim 1, Objective 3) and is focused on becoming a leader in translational and health services research.

STRATEGIC DIRECTION FOR RESEARCH AT WESTERN HEALTH

In alignment with the organisational strategic plan, the following strategic direction has been established for research over the next five years:

STRATEGIC DIRECTION FOR RESEARCH (2015-2020)

To become a leader in translational and health services research, having impact locally and sharing our learnings globally

SUMMARY OF KEY STRATEGIC OPPORTUNITIES FOR RESEARCH

Based on the analysis conducted for the development of this Research Roadmap, the following opportunities were identified:

1. In line with external policy and funding trends, in its position as a community-based acute teaching health service, Western Health should continue to build its name in translational with a particular focus on supporting consumer-focussed, integrated, chronic disease research.
2. There is an opportunity for health services research to enable Western Health to implement innovative service delivery models to support the disease profile of our patients.
3. Western Health should continue to leverage existing partnerships and collaborative arrangements to enhance access to research activity and funding as well as assisting the development of capability at Western Health.
4. Western Health should focus on creating an environment that prioritises research at all levels across the organisation, and build a governance arrangement to support this.
5. Western Health should promote and support research capacity and capability

Taking into account our position as a major health service located within the communities we serve; and considering research opportunities and relevant research policy priorities, Western Health will, over the next five years, enable its Strategic Direction for Research by taking the following key actions.

ENABLED BY THE ACTIONS OF:

These actions have been translated into a series of activities to be undertaken over the next five years and are detailed in section 3 of the roadmap.

ACTION 1:

Increase awareness of the importance of research to underpin Best Care

ACTION 2:

Support high quality research that reflects Western Health's organisational strategy

ACTION 3:

Build research capability across Western Health

ACTION 4:

Expand research capacity and foster innovation

ACTION 5:

Enhance community and consumer engagement

ACTION 6:

Strengthen and sustain research partnerships

INTRODUCTION

BACKGROUND

Western Health provides comprehensive health services to those living in western Melbourne. Covering a population of more than 800,000 our services are a combination of hospital and community-based services to newborn babies, children, adults and the elderly.

With an annual operating budget of more than 650 million dollars, we provide acute tertiary services in areas of emergency medicine, intensive care, medical and surgical services, as well as sub-acute care and specialist ambulatory clinics.

We are responsible for managing three acute public hospitals - Footscray, Sunshine and Williamstown, a day hospital at Sunbury, a transition care facility at Williamstown and a drug health service in Footscray.

As a community health service we are committed to improving the health and wellbeing outcomes for the culturally diverse and dynamic community of western Melbourne. Transforming the health and wellbeing of our catchment is a core priority of our health service over the next five years.

PURPOSE OF THE ROADMAP

The research roadmap is a key enabler to the realisation of the organisational-wide strategic plan. Research fundamentally provides an evidence base for best practice service delivery and contributes to achieving improved health outcomes for our communities.

The purpose of this roadmap is to set out the key actions for Western Health in relation to research over the next five years.

ALIGNMENT WITH ORGANISATIONAL STRATEGIC PLAN

In Western Health's 2015-2020 Strategic Plan, the purpose has been defined as:

Leading the delivery of a connected and consistent patient experience and provide the best care to save and improve the lives of those in our community most in need.

Five key strategic aims underpin the achievement of the purpose statement and research at Western Health is a core component in achieving many of the strategic aims.

In particular, Strategic Aim 1 identifies the importance for practice to be evidence-based to enable Western Health to know we are providing the **right care**.

***Strategic Aim 1, Objective 3** identifies “undertaking research and quality improvement activities as part of everyday practice” to improve the delivery of safe, high quality care. This objective identified the need to support and drive research activity to improve the translation of evidence to best practice service delivery.*

Our core outcome for research at Western Health is that we are **a leader in translational and health service research**, measured through improved levels of research activity across the organisation and research-informed progressive improvement in clinical practice.

STRATEGIC PLAN 2015-2020



PROCESS FOR DEVELOPING THE ROADMAP

Our approach was consultative in the development of the research roadmap. To commence the process we held a working group with select internal stakeholders to develop an initial statement of the opportunity for research at Western Health and agree the next steps in the completion of the research roadmap.

Several stakeholders were subsequently consulted, which included medical, nursing and allied health at Western Health. A number of meetings were also held with key external stakeholders, which are listed in Appendix 1.

IMPLEMENTATION OF THE ROADMAP

As highlighted in the organisational strategic plan, the key outcome of this roadmap is to increase the quality and quantity of research undertaken across Western Health. The execution of this roadmap will be driven by the Office for Research and overseen by the Research Advisory Committee.

ASSESSMENT OF THE ENVIRONMENT

There are a number of drivers of research at Western Health, some internal and some external, which have influenced the development of this Research Roadmap.

DEFINING RESEARCH ACTIVITY

Research aims to improve health and wellbeing, drawing on knowledge of the human body and the environment to improve the delivery of health services, find treatments and cures to disease and illness and reduce the incidences and burden of injury and disability.

The Victorian Government identified three main research activities generally undertaken across the State. **These include:**

BASIC RESEARCH	TRANSLATIONAL RESEARCH	CLINICAL RESEARCH
<ul style="list-style-type: none"> - Laboratory investigation of biological processes to increase the understanding of the causes of diseases 	<ul style="list-style-type: none"> - General term encompassing research focussing on clinical outcomes and quality research principles in a multi- and interdisciplinary team - Research used to drive advances in an area of patient clinical need 	<ul style="list-style-type: none"> - Conducted with human subjects for which an investigator directly interacts with its subjects, including: <ul style="list-style-type: none"> - Patient-oriented research - Epidemiological and behavioural studies - Outcomes and health services research

EXTERNAL INFLUENCES OF RESEARCH

WESTERN HEALTH'S COMMUNITY

As highlighted in the organisational strategic plan our communities report higher rates of poor health and have much higher rates of chronic disease, with many having multiple chronic diseases, including: Type 2 Diabetes; vascular disease; kidney disease; and heart disease. The prevalence of certain types of cancer is also much higher compared with the rest of Victoria.

Frailty is becoming an increasing inhibitor to independent healthy living, and while only 8% of our total population is aged over 70, more than 90% of all of our non-same day hospital stays (excluding maternity and paediatric services) are by patients in this age group. We are also seeing an increase on the already high rates of mental illness throughout the region, with high reported levels of psychological stress for the communities of Brimbank, Hume and Melton.

The Australian Institute of Health and Welfare (AIHW) have identified these illnesses as national health priority areas given the burden they place on the health system. This presents significant opportunity for Western Health to lead research in prevention, early intervention and treatment of these chronic and complex conditions.

Further, at Western Health, the birth rate is forecast to increase from around 5,500 births per annum to over 7,200 births per annum by 2026. This increase in demand, coupled with the large proportion of children in our catchment, means there will be a continuing and increased need for evidence-based appropriate women's and children's health services.

VICTORIAN GOVERNMENT'S STRATEGIC DIRECTION FOR RESEARCH

A high level summary of the proposed Victorian Government strategic direction for health and medical research is shown below:

STRATEGIC VISION:

Optimise wellbeing and improve the health outcomes of Victorians.

OBJECTIVE:

Embed health and medical research into the Victorian Health system with the view of accelerating translation research into clinics and the community.

THEMES:

- Integrated research, education and healthcare
- Developing a convergence science capability
- Optimising big data and informatics
- Implementing a world-leading clinical trials system
- Developing the next generation health and medical research workforce
- Advancing international collaborations, industry-research engagement and innovation
- Securing development and commercialisation opportunities, and
- Optimising funding models and sources.

FEDERAL GOVERNMENT'S RESEARCH AGENDA

The National Health and Medical Research Council (NHMRC) is currently the peak body for research governance across Australia. It set five priority actions to pursue for 2013-15:

1. Create new knowledge through support of discovery research.
2. Accelerate research translation.
3. Build Australia's future capability for research and translation.
4. Set high standards in ethics in health care and research.
5. Work with partners – States and Territories, health bodies, health industries and community and consumer groups.

To bring the acceleration of translational research to life, the Federal Government formed the Advanced Health Research and Translation Centres (AHRTC) which establishes centres of excellence of translational research, enabling Australia to compete internationally. The Melbourne Health Care Partners AHRTC was established, of which Western Health is a partner.

RESEARCH FUNDING IN AUSTRALIA

Funding of health and medical research in Australia is derived from a range of sources. About 59% of total health research funding is provided by the Australian Government, mostly through the National Health and Medical Research Council (NHMRC) is a key source of funding. Victoria received about 40% of the total NHMRC funding, by far the highest proportion across the country.

Overall, Federal Government funding of research continues to grow, with over \$800m in research funding being allocated in 2014 under the NHMRC. Despite this growth, research grants are increasingly competitive and there is a trend to larger and more centralised programs of research meaning a lesser numbers of research projects. With this in mind, Western Health's participation in the AHRTC presents an opportunity to continue to grow translational research.

Other federal government sources include the Australian Research Council, Commonwealth Scientific and Industrial Research Organisation (CSIRO), Department of Employment, Department of Education and Training and Department of Industry. Across Western Health, there is limited use of these funding bodies.

States and territories provide approximately 14% of the total funding for health and medical research and business funds about 22% of all research funding. These funds are often related to service delivery and quality improvements.

OTHER EXTERNAL IMPACTS

In undertaking a high level scan, we understand that the key changes to the landscape that present opportunities and challenges for research include:

THE GREATER USE OF TECHNOLOGY AND INFORMATION FLOWS

- The adoption of the electronic health and medical records to assist with efficient and effective information collection and flow at an individual patient level as well as a monitoring outcomes via individual or collaborative data sets at a population level.

THE INCREASED APPLICATION OF PRECISION MEDICINE

- The increased application of genomics and other 'omics' to drive personalised medicine and assist with improvements diagnosis and treatment regimes.

THE RISE OF CO-DESIGNED AND CONSUMER-LED HEALTH CARE

- The increased appreciation of the importance of involving the consumer in the development of models to support their health and wellbeing.
- Consumers are informed and better enabled to manage their own health with the use in technology.

CONTINUED REALIGNMENT OF THE HEALTH SYSTEM

- The establishment of the Primary Health Care Networks in 1 July 2015 and the distribution of funding and health service provision between different levels of government.

GREATER INVOLVEMENT OF PRIVATE HEALTH INSURERS

- Particularly in the development and delivery of health promotion, prevention and treatment of their member base.

INTERNAL INFLUENCES OF RESEARCH AT WESTERN HEALTH

WESTERN HEALTH'S PREVIOUS RESEARCH STRATEGY

The previous research strategy established four key goals to continue to strengthen research at Western Health between 2010 and 2015. As a result of the strategy, research activity at Western Health has grown significantly over the last five years. The outcomes of each of the previous goals are summarised below.

GOAL	OUTCOMES DELIVERED SINCE 2010
<p>1. Establish Western Health as a nationally recognised centre of research excellence Through the development of world-class infrastructure and leading publically funded research and clinical trials</p>	<p>In 2011, the Western Centre for Health Research and education was opened, providing a range of purpose built state of the art teaching and research facilities. This facility has brought a number of opportunities, including partnerships with Victoria University, Deakin University and the University of Melbourne.</p>
<p>2. Attract, develop and retain staff By fostering existing research talent, attracting research-focused staff and providing ongoing support to academic training paths</p>	<p>At present, Western Health's research activity is generally undertaken within a single discipline or department, with contributions from all areas of the hospital, with particularly significant input from:</p> <ul style="list-style-type: none"> - Allied Health - Anaesthesia and Pain Management - Cardiology - Endocrinology and Diabetes - General Internal Medicine - Gastroenterology - Intensive Care - Emergency Care - Nephrology - Neurology - Nursing and midwifery - Oncology - Orthopaedics - Obstetrics - Paediatrics - Respiratory and sleep disorders <p>Further, the Chair of Surgery and Chair of Medicine have been supported and the Chair of Nursing was established in 2014. Honorary professorial and associate professorial appointees are in place to support the progression of research. Western Health also has a large number of junior medical staff participating in research activities.</p>

GOAL	OUTCOMES DELIVERED SINCE 2010
<p>3. Provide funding for research By developing appropriate funding mechanisms and relevant and flexible programs of research addressing a broad range of health priorities</p>	<p>A Western Health Research seed funding was established in 2013. Australian Institute for Musculo-Skeletal Science (AIMSS) has also provided seed funding since 2013.</p>
<p>4. Create and develop effective research governance systems By streamlining the ethical review and governance processes, to support research activity</p>	<p>Established and implemented a number of ethics and governance processes in alignment with national and state initiatives and requirements</p>

OUR EXISTING RESEARCH PARTNERSHIPS

Western Health has established a number of partnerships to further research at Western Health and many of these partnerships present continued opportunity for growth.

A small summary of Western Health’s key partners is provided below. It is acknowledged that Western Health has a number of other research partners, built on personal relationships of leading researchers. Further Western Health is host to several Scholarly Selective students.

The Western Centre for Health Research and Education was opened in 2011. This building hosts the Australian Institute for Musculo-Skeletal Science (AIMSS) a partnership between the University of Melbourne, Victoria University and Western Health, which undertakes multidisciplinary research, involving a broad range of disciplines.

UNIVERSITY OF MELBOURNE

Western Health has a longstanding relationship with the University of Melbourne, predominantly underpinned around the Clinical School at Western Health. Further, the University is a core supporter of the Chairs of Medicine and Surgery.

The Melbourne Neuropsychiatry Centre is a clinical research centre of the University of Melbourne and Melbourne Health based at three sites, including WCHRE. Established in 2004 and expanding to WCHRE in 2012, the centre has received over \$11m in direct funding and \$30m in collaborative grants.

Western Health is also a significant partner in a number of University of Melbourne led initiatives, namely the Melbourne Academic Centres for Health (MACH) and the Melbourne Health Care Partners Advanced Health Research and Translation Centre (MCP AHRTC).

VICTORIA UNIVERSITY

Victoria University is an active partner and tenant in the WCHRE, being a founding partner of AIMSS as well as establishing the new Centre for Chronic Disease based at the WCHRE. Given Victoria University and Western Health are prominent educators and employers in Melbourne’s west, the partnership is focussed on directly improving the health and wellbeing outcomes of catchment. With this in mind, the newly appointed Director for the Centre for Chronic Disease has commenced some collaborative projects with Western Health clinicians, focussed on addressing the burden of chronic and complex disease.

DEAKIN UNIVERSITY

Deakin University is the most recent academic partner to join Western Health, with the newly established Chair of Nursing supported through Deakin’s School of Nursing and Midwifery. The partnership is committed to increase capacity, knowledge creation and knowledge translation through research led by nurses and midwives. This commitment includes supporting one senior research fellow, post graduate research and clinical fellowships. The partnership will facilitate collaborative research with Deakin’s Quality Patient Safety (QPS) Strategic Research Centre which focuses on patient experience, patient safety and workforce research. The partnership will enable multi-site health service research through the QPS health services partnership network.

COMMUNITY PARTNERS

The Better Health Plan for the West identified that research should be undertaken in a joined-up approach and focussed on the three prevailing health issues in the West of mental health, cardiovascular disease / obesity / diabetes and cancer. As a result, Western Health has collaborated on a number of projects with local community and health service providers, such as local government and primary care, to address these core issues. Prior to the establishment of the Melbourne Primary Care Network (MPCN), Western Health had a prolific partnership with both Medicare Locals, undertaking collaborative research in cancer, diabetes and kidney disease in the context of integrated care.

HEALTH SERVICES

We have well established and strong research partnerships with neighbouring health services, particularly Melbourne Health, Victorian Comprehensive Cancer Centre, Werribee Mercy Health Service and Djerriwarrh Health Service. We have also partnered on research projects with Peter MacCallum Cancer Centre, Royal Women's Hospital, Royal Children's Hospital and Monash Health.

OTHER PARTNERS

Researchers at Western Health have long pursued opportunistic partnerships that assist with achieving the research objectives. Other key academic partnerships include Monash University, Notre Dame University and RMIT.

We also have links with a number of research institutes, which include the Murdoch Children's Research Institute (MCRI), George Institute, the Florey Institute of Neuroscience and Mental Health, the Peter Doherty Institute for Infection and Immunity, and the National Ageing Research Institute (NARI).

OPPORTUNITIES FOR RESEARCH AT WESTERN HEALTH

Western Health's Strategic Plan 2015-2020 identifies the following key strategic aims:

GROWING AND IMPROVING THE DELIVERY OF SAFE, HIGH QUALITY CARE

- Define and deliver services to better meet the needs of our diverse community
- Deliver consistent care, aligned with the Best Care Framework
- Undertake research and quality improvement activities as part of everyday practice

CONNECTING THE CARE PROVIDED TO OUR COMMUNITY

- Improve the timeliness and responsiveness of our health service
- For those in our diverse community suffering from multi-system disease, particularly those at risk of high acute service utilisation:
 - Embed patient and carer participation in planning and, where possible, managing of their care
 - Design a network, where patients are treated in the right setting, with the right provider to promote healthy living, taking into consideration their background
 - Increase the application of shared care models

COMMUNICATING WITH OUR PATIENTS, OUR PARTNERS AND EACH OTHER WITH TRANSPARENCY AND PURPOSE

- Improve the way we listen and respond to patients and their support networks throughout the patient journey
- Improve the way we communicate with our partners
- Build an integrated technology environment

BEING SOCIALLY RESPONSIBLE AND USING RESOURCES SUSTAINABLY

- Develop and optimise constrained resources
- In partnership, develop a health service profile and system collaboration for western Melbourne
- In partnership actively promote healthy and diverse communities
- Build Western Health's economic contribution to the region

VALUING AND EMPOWERING OUR PEOPLE

- Build a flexible workforce that can respond rapidly to the changing health service needs
- Strengthen the culture of accountability and trust
- Improve the health and wellbeing of our staff

Western Health is committed to addressing some of the core health issues facing the community of western Melbourne, such as chronic and complex disease, as well as contributing to the improvement in the provision of an integrated care delivery and experience. These strategic aims are underpinned by creating and embedding an evidence-base to support best practice, achieved through growing a sustainable research base and by recruiting and retaining staff who can undertake this.

As such, over the next five years Western Health is striving to be a leader in translational and health services research.

STRENGTHS OF RESEARCH AT WESTERN HEALTH

The work to date has enabled Western Health to be in a strong position and our key strengths are summarised below.

1. Ability to attract and retain high calibre staff that actively pursue research in a variety of areas, particularly in translational and health services research. These researchers are located across several specialties and disciplines.
2. Three designated academic chairs and honorary professorial appointees in place to facilitate research.
3. Established research grants to foster activity.
4. Successful recruitment into clinical trials, particularly for multi-centre trials nationally and globally
5. Large and diverse patient cohort present significant research opportunities for Western Health clinicians and for contribution to collaborative research.
6. An organisational-wide focus on community, patient and family involvement in care, including research design and delivery
7. The Western Centre for Health Research and Education state of the art facility provides dedicated space for researchers, including a simulation centre.
8. Access to extensive clinical data bases.
9. Strong relationships with primary and community care.

To demonstrate the outcomes delivered as part of the previous research strategy, in 2014/15 the following was achieved:

**253
Presentations**

**Received \$1.5m in
clinical trials funding**

**Published 369
journal articles**

**Research grants held
totalling \$30.3m**

CHALLENGES FACING RESEARCH AT WESTERN HEALTH

Despite these achievements, significant ongoing challenges remain and include:

1. A lack of a formal organisational accountability for research across Western Health, with minimal prioritisation of research activities as a means for driving excellence in care.
2. Research undertaken is generally single department or discipline focused, with limited examples of multidisciplinary and multi-departmental research.
3. Clinicians across the organisation generally have limited awareness of the existence of standardised processes and tools to undertake research and quality improvement at Western Health impacting the number as well as the scalability and sustainability of projects.
4. Low research and researcher profile and exposure across Western Health despite the high achievement in some areas.
5. Although some resources are available to deliver research activities, there is currently limited dedicated time and commitment by clinicians to undertake research throughout the organisation, resulting in a small number of staff producing the majority of the research output.
6. The continual challenge in balancing priorities between service delivery and research activity, creating tension in accessing adequate clinical support services such as diagnostic services required to support certain research activities.
7. The lack of alignment between research and quality improvement initiatives and the limited synergies between the two.
8. Existing data sets are prevalent but are not integrated or not well used.

SUMMARY OF KEY STRATEGIC OPPORTUNITIES

Based on the analysis above, Western Health should look to pursue a number of opportunities to build the profile of research.

1. In line with external policy and funding trends, in its position as a community-based acute teaching health service, Western Health should continue to build its name in translational and health services research, with a particular focus on supporting consumer-focussed, integrated, chronic disease research.
2. Western Health should continue to leverage existing partnerships and collaborative arrangements to enhance access to research activity and funding as well as assisting the development of capability at Western Health.
3. Western Health should focus on creating an environment that prioritises research at all levels across the organisation, and build a governance arrangement to support this.
4. Western Health should promote and support research capacity and capability

THE RESEARCH ROADMAP: REALISING WESTERN HEALTH'S RESEARCH STRATEGIC DIRECTION

STRATEGIC DIRECTION

Aligned with Western Health's strategic plan, the strategic direction for research at Western Health is defined as:

STRATEGIC DIRECTION FOR RESEARCH (2015-2020)

To become a leader in translational and health services research, having impact locally and sharing our learnings globally

FOCUS AREAS

Western Health is committed to contributing to research on some of the core health issues facing the community of western Melbourne, such as chronic and complex disease, as well as contributing to the improvement in the provision of an integrated care delivery and experience.

Priority research areas for Western Health have been identified based on the community profile following considerations:

- The focus area is a substantial health burden for the people of the west of Melbourne
- Translating research breakthroughs in these focus areas would enable new ways of managing and enhancing the care of our patients
- The focus area relates to issues of growing significance due to rapid changes in the communities we serve
- Western Health is well placed to undertake research on these focus areas as they affect substantial numbers of our patients or affect a smaller number of patients in a profound and complex way

AREAS OF FOCUS

Chronic &
Complex Illness

Cancer

Women's &
Children's Health
& Wellbeing

Health Services
Delivery

ACTIVITIES IN FOCUS

Translational Research, involving:

- Multi-Disiplinary and Collaborative Research
- Consumer Co-Design

Our community has much higher rates of chronic disease, with many having multiple chronic diseases, including: Type 2 Diabetes; vascular disease; kidney disease; and heart disease. Frailty is becoming an increasing inhibitor to independent healthy living, and while only 8% of our total population is aged over 70, more than 90% of all of our non-same day hospital stays (excluding maternity and paediatric services) are by patients in this age group. The Australian Institute of Musculo-Skeletal Science (AIMSS) at Western Health has a focus on research in this area.

The prevalence of certain types of cancer is much higher across our catchment compared with the rest of Victoria.

At Western Health, the birth rate is forecast to increase from around 5,500 births per annum to over 7,200 births per annum by 2026. This increase in demand, coupled with the large proportion of children in our catchment, means there will be a continuing and increased need for research into health issues affecting women and children.

As demand continues to rise for the services provided by Western Health, we will face continuing capacity challenges. There is an opportunity for health services research to enable Western Health to implement innovative service delivery models to support the disease profile of our patients.

We have a strong philosophy of community, patient and family involvement in care design and delivery. With this in mind, there is an increased focus on engaging with consumers throughout research design and delivery.

There is also a growing trend globally for the involvement in consumer co-design of research. Under strategic Aim 3, there is a strong drive to improve how we listen and respond to

patients and their support networks, which can only come from a co-design approach.

It should be noted that Western Health clinicians will also take up opportunities for research in a range of additional areas related to either their expertise or professional interests, where such involvement will also ultimately assist Western Health patients.

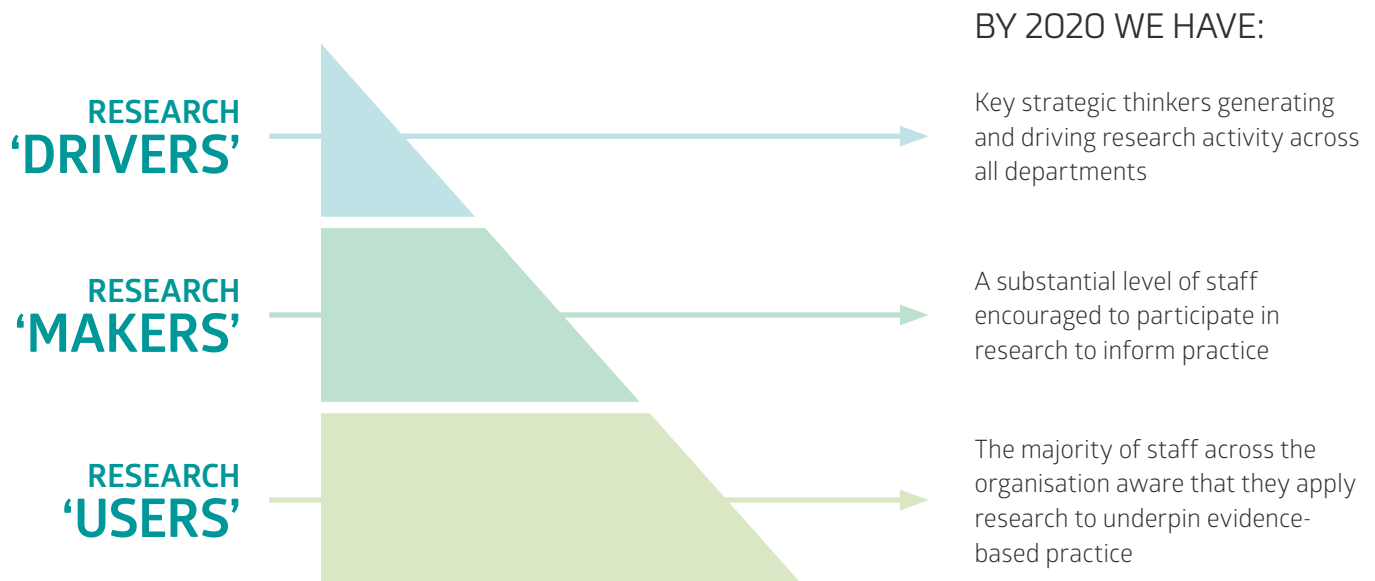
As a committed partner in healthcare in Melbourne’s West, Western Health will help facilitate research into mental health as well as other research opportunities as they arise, where these have a clear benefit for the communities we serve.

A MODEL OF RESEARCH AT WESTERN HEALTH

It is acknowledged that Western Health is still in the early years of its development as a research centre and our research is currently driven by a passionate and committed core group of staff. Over the next five years, we see this evolving into a wider and deeper level of clinician involvement.

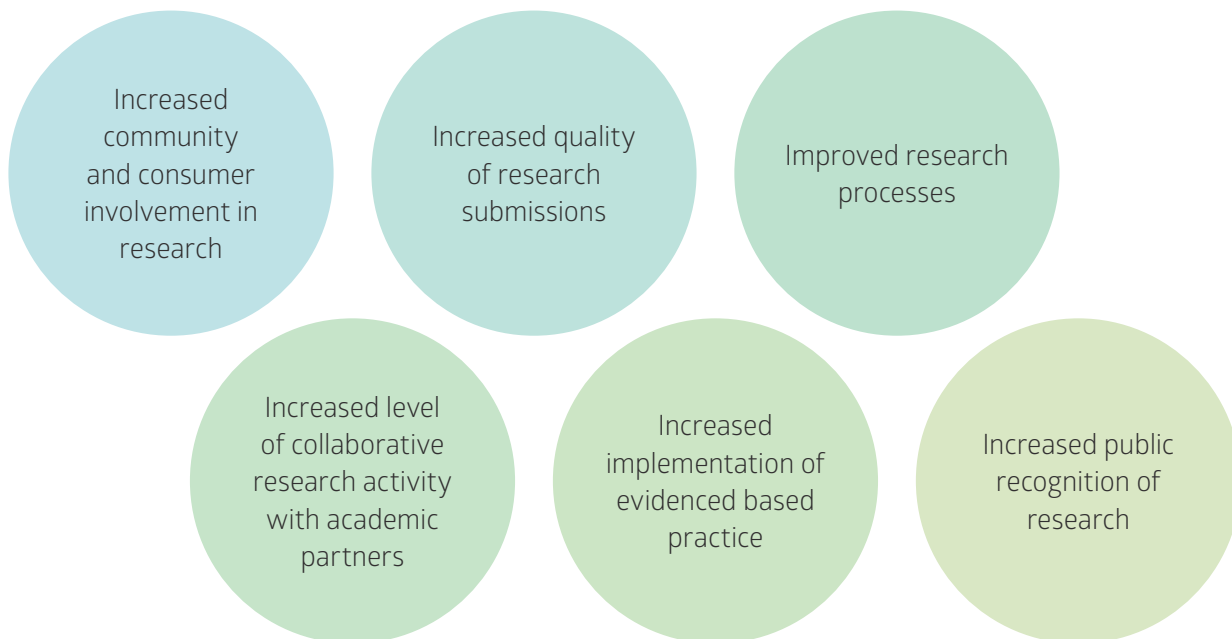
The research model set out in this strategy is designed to make the most of the organisation’s status as a new and emerging research centre and the opportunities which arise when this is combined with the considerable scope for research among a vast and diverse group of under-researched patients.

The model of research at Western Health will be one that is multi-departmental and multi-disciplinary, translational research practice.



3.2 OUTCOMES TO BE DELIVERED

The following whole of organisation outcomes will be monitored to demonstrate success in research, we will use the 2014/15 research report outputs as baseline measures.



KEY PERFORMANCE INDICATOR	MEASURES
Increased community and consumer involvement in research	Number of consumers involved in research activity across the organisation. Number of multi-disciplinary / multi-departmental research projects undertaken
Increased quality of research submissions	Number of successful submissions submitted for the first-time for: <ul style="list-style-type: none"> - quality assurance - low risk ethics - high risk ethics
Improved research processes	Time to achieve approval of ethics applications. Time from ethics approval to start-up and close out of research
Increased level of collaborative research activity with Western Health research partners	Number collaborative opportunities explored with Western Health research partners. Number and value of collaborative arrangements
Increased implementation of Western Health-led research into practice	Number of change of clinical practice initiatives per department relating to Western Health led research
Increased public recognition of research	Number of publications Quality of publications Number of citations Number of presentations Number of prizes / speech invitations

KEY ACTIONS TO ACHIEVE THE OUTCOMES

Over the next five years we are focused on improving the sustainability of research at Western Health. To enable this, the following actions should be undertaken:



These actions have been translated into a series of activities to be undertaken over the next five years.

ACTION 1: INCREASE AWARENESS OF THE IMPORTANCE OF RESEARCH TO UNDERPIN BEST CARE

This action focusses on developing a culture where staff understand the importance of research underpinning the evidence-based for Best Care across the organisation. In order to achieve this action, the following activities need to be delivered.

ACTIVITIES	MEASURES OF SUCCESS	TIMELINE FOR DELIVERY
Evaluate the effectiveness of key communication and engagement strategies in place (eg research week, research report) to understand which forums deliver maximum research awareness for resources expended.	A documented communication and engagement strategy	2015/16
Develop a comprehensive communication and engagement strategy for improving the awareness of research, in the context of Best Care, at Western Health.		
Embed strategies such as: <ul style="list-style-type: none"> – Celebrating and recognising successful research – Increasing mechanisms to share best practice across disciplines and practice groups – Creating opportunities for cross-collaboration and idea and solution generation 	Uplift in awareness of research	Ongoing
Embed research as an integral part of continuing professional development	Increased participation in research projects	Ongoing

ACTION 2: SUPPORT HIGH QUALITY RESEARCH THAT REFLECTS WESTERN HEALTH'S ORGANISATIONAL STRATEGY

This action focuses on establishing strong governance arrangements to support the growth of research at Western Health. It addresses the importance of clarifying and, where possible, simplifying the quality and research continuum.

Further, it considers the importance of accountability across the organisation to undertaking research aligned with the organisation's strategic aims and increased consumer involvement throughout the research process. Most of these activities will be undertaken by the Office for Research.

ACTIVITIES	MEASURES OF SUCCESS	TIMELINE FOR DELIVERY
Review and embed revised governance approach to simplify reporting lines and increase accountability for research at WH, including: <ul style="list-style-type: none"> – Revised terms of reference and membership for the research advisory committee – Create greater consistency and clarity of reporting requirements for research across Western Health – Establish common reporting methods and templates for all research projects 	Governance structure agreed by Board	2015/16
	Key reporting requirements documented and templates developed and communicated	2016/17
Expand the capability of the Office for Research:		

ACTIVITIES	MEASURES OF SUCCESS	TIMELINE FOR DELIVERY
<ul style="list-style-type: none"> – Refine and increase awareness of the central source of information around research 	Sharepoint site refined	2015/16
<ul style="list-style-type: none"> – Where possible, streamline processes or create tools to simplify existing research approaches, including: <ul style="list-style-type: none"> – Quality Assurance and ethics applications – Funding grant applications 	Tools and processes documented on SharePoint	2016/17
<ul style="list-style-type: none"> – Leverage Western Health Education resources to enhance access and engagement in research education 	Research-related education programs exist	2016/17
<ul style="list-style-type: none"> – Provide facilitation and guidance in areas like grant applications and research protocols, particularly targeting innovative research ideas aligned to Western Health’s research focus areas 	Process and resource allocation for facilitation established and communicated	2016/17
<ul style="list-style-type: none"> – Establish mechanisms to share information between applicants and previously successful researchers 	Mentors assigned to new researchers	2016/17
<ul style="list-style-type: none"> – Provide support to assist researchers in identifying all resources required to undertake research 	Develop and implement standard costing tool for researchers	2016/17
<p>Improve the visibility and access to the Office for Research both in the physical and virtual environments</p>	<p>Number of specialty /division meetings attended by the Office of Research</p> <p>Number of initial research queries to the Office of Research</p>	2016/17
<p>Clarify and, where required, simplify quality improvement and research continuum and supporting processes across the organisation</p>	Quality and research continuum documented and communicated as part of ‘Best Care’	2015/16
<p>Increase accountability for research at a local level by establishing and embedding research key performance indicators at a unit and divisional level</p>	Key performance indicators agreed, established and monitored	2017/18
<p>Develop and embed annual business planning research actions, for each division and directorate, aligned to Best Care and research focus areas</p>	Annual research actions included within divisional business planning and measured against agreed KPIs	2017/18

ACTION 3: BUILD RESEARCH CAPABILITY ACROSS WESTERN HEALTH

This action focuses on building the capability of all staff to undertake quality research activities.

ACTIVITIES	MEASURES OF SUCCESS	TIMELINE FOR DELIVERY
Identify champions of research across the organisation, in order to drive the research agenda at an operational level	Research champions in place across the organisation	2017/18
Embed expectations of research experience in all senior clinical roles across Western Health and recruit with this expectation	Increased levels of new recruited senior clinicians with PhDs	Ongoing
Develop and maintain successful multi-disciplinary, multi-departmental and inter-agency collaborations across Western Health research focus areas	Growth in cross department, discipline and agency research	Ongoing
Support existing chair roles and promote alignment of the Chair's research interests with Western Health's research focus areas	Research activity aligns with organisational strategic direction	2015/16
Actively promote and seek support for the growth of chair positions at Western Health, including Allied Health, Paediatrics, Gynaecology / Obstetrics and Midwifery	Growth in chair positions at Western Health	2017/18
Continue to build the number of appropriate honorary appointments for clinicians who undertake research	Increased number of honorary appointments	Ongoing
Create a mentoring program to build the research capability around staff, with a particular focus on those areas that have lower levels of research activity	More applications developed and approved	Ongoing
Encourage and support research by medical, surgical, nursing, midwifery and allied health students	Increased numbers of scholarly selective positions. Increased number of fellowships offered. Increased number of masters and PhD students and honours students participating in research	Ongoing
Capitalise on the existing talent in quality improvement and actively promote the continuum of quality and research to enhance the transition to research	Growth in transition of activity from quality improvement to quality assurance	Ongoing 2016/17
Build knowledge for those delivering quality activities to assist with prompting the delivery of research		

ACTION 4: EXPAND RESEARCH CAPACITY AND FOSTER INNOVATION

This action focuses on building the capacity of medical, nursing and allied health staff to undertake quality research activities. Further, continuing to develop and provide appropriate funding, infrastructure and support services will be essential to the successful delivery of research.

ACTIVITIES	MEASURES OF SUCCESS	TIMELINE FOR DELIVERY
Demonstrate appropriate integration of research across all clinical roles, including the successful identification and utilisation of any allocated research time	Time allocated and taken for research reported and monitored annually	2017/18
Increase visibility and accessibility of viable funding sources for research, including innovative funding sources	Maintain central grant database	2016/17
Seek alternative funding mechanisms to promote research, including working with Western Health Foundation, establish research grant program focusing on innovative research across Western Health's key research focus areas	Western Health Foundation research grant. Increase support from clinical areas	2016/17
Provide an organisational wide process that focusses on increased access of support services through exploring and, if financially and commercially viable, establish arrangements with suitable clinical support services (eg medical imaging and pathology)	Increased availability of value for money support services	2016/17
Provide access to services to support research activities, such as analysis and interpretation	Increased availability of appropriate support services	2016/17
Foster innovation and support the development of key technology solutions that will influence research at Western Health, including the Electronic Medical Record (EMR)	Research representatives included in EMR advisory groups throughout technology development and implementation	Ongoing

ACTION 5: ENHANCE COMMUNITY AND CONSUMER ENGAGEMENT

This action focusses on the importance of community and consumer involvement throughout the research process.

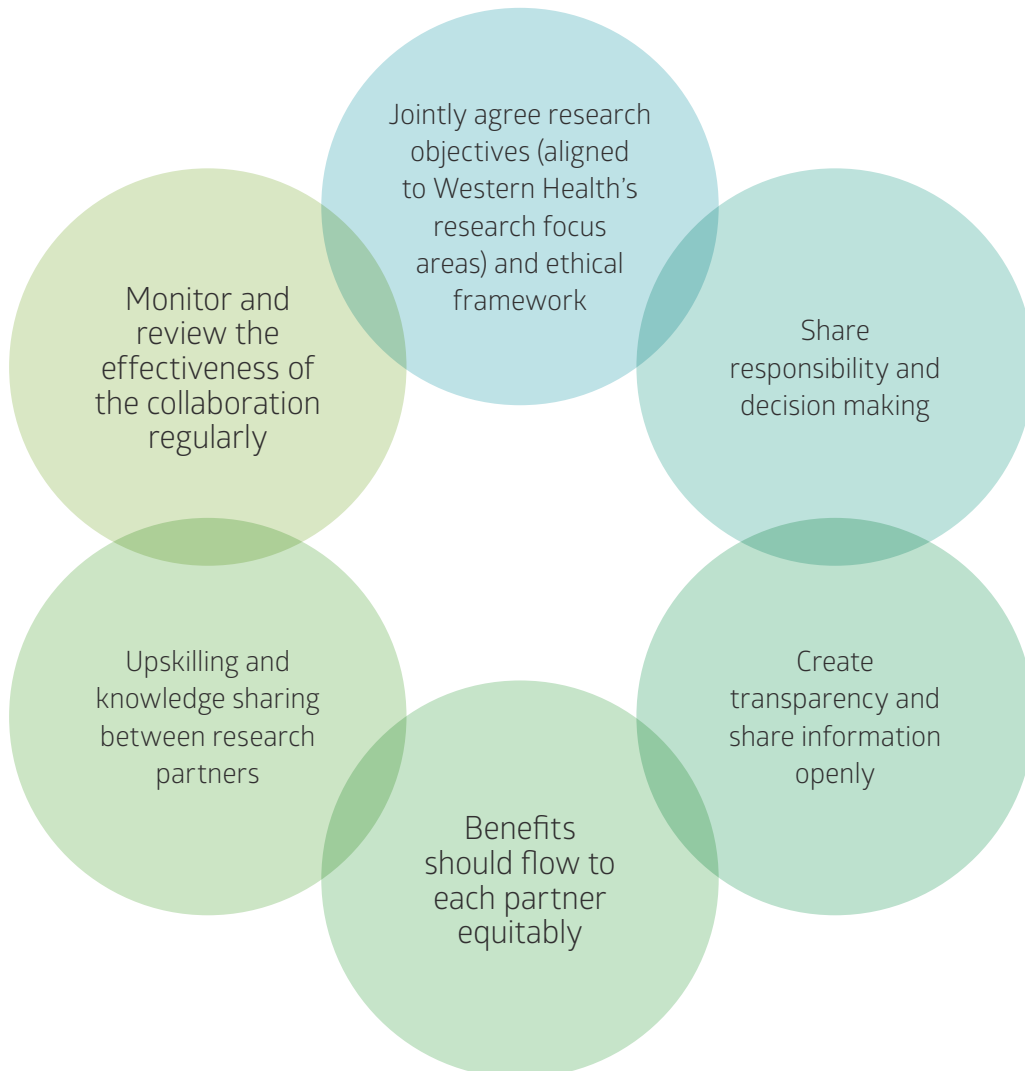
ACTIVITIES	MEASURES OF SUCCESS	TIMELINE FOR DELIVERY
Establish a mechanism to enhance consumer involvement in the research process, including the potential engagement of consumer representatives in research activities	Consumer representatives identified and engaged	2016/17
Promote the importance of consumer co-design research across the organisation	Co-design education and communication methods developed and implemented	2017/18
Explore the opportunity to capture consumer involvement in research activities using surveys (eg patient experience survey) or electronic records	Consumer participation levels captured and monitored	Ongoing
Identify and pursue partnership opportunities that enable greater community involvement	Increased community partnerships	2018/19

ACTION 6: STRENGTHEN AND SUSTAIN RESEARCH PARTNERSHIPS

Partnerships are critical to the success of research at Western Health, it will be essential that structured and central approach is developed to assist with collaborative research activity. Importantly Western Health should pursue partnership opportunities that:

- Create new academic Chairs of Allied Health, Paediatrics, Obstetrics and Gynaecology and Midwifery
- Increase the number of fellowship positions
- Build capability including, mentoring and coaching, training and development workshops, data management, research design and statistical support
- Provide access to appropriate research facilities

Western Health believes that partnerships with the entities listed above should continue to be developed and strengthened. For this to occur and to ensure effective collaborations are developed, Western Health believes that the following key principles should be established upon pursuing further partnership opportunities:



Western Health should continue to develop and strengthen its working research relationships with the following key partners (in alphabetical order):

- Deakin University
- Melbourne Primary Care Network
- Melbourne Health
- Melbourne Children’s Campus
- National Ageing Research Institute
- University of Melbourne
- Victorian Comprehensive Cancer Centre
- Victoria University

Further, Western Health should look to build opportunistic partnerships with centres of excellence (for example the Eye and Ear Hospital) that provide a Statewide or specialist service to enhance access and build capability for Western Health researchers.

Lastly, being a community-based hospital, Western Health should look to identify and build local partnerships to directly impact the health and wellbeing outcomes of our community.

Western Health should actively seek alternative partnership arrangements that contribute to achieving its strategic priorities. Key activities are described below.

ACTIVITIES	MEASURES OF SUCCESS	TIMELINE FOR DELIVERY
Leverage and build existing arrangements to improve alignment with Western Health’s strategic priorities in research and patient outcomes	Increased collaborative research activities	Ongoing
Identify and build new partnerships that enhance Western Health’s ability to achieve its strategic priorities in research and patient outcomes		
Continuously review effectiveness of collaborative relationships and alignment with Western Health’s strategic priorities		
Actively pursue opportunities where multi-centre trials exist	Increased multi-centre trials	Ongoing
Work with existing partners to continue to develop the use of the WCHRE as well as other co-located research facilities	WCHRE facilities are well utilised to facilitate research	2016/17
Work closely with academic and other research partners to explore and submit for funding opportunities	Increased collaborative funding for research	Ongoing

APPENDIX 1. STAKEHOLDERS CONSULTED

A number of key stakeholders were consulted in the process, including:

INTERNAL STAKEHOLDERS	EXTERNAL STAKEHOLDERS
<ul style="list-style-type: none"> - Executive Directors - Divisional Directors - Clinical Service Directors - Medical staff - Nursing staff - Allied Health staff 	<ul style="list-style-type: none"> - Melbourne University - Victoria University - Deakin University - Murdoch Children's Research Institute - Victorian Comprehensive Cancer Centre - Royal Children's Hospital - Melbourne Health - National Ageing Research Institute

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