



**ACT**  
Government

**Canberra Health  
Services**



# Research Strategy 2021 – 2025

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# Background

Canberra Health Services (CHS) and its predecessor, the Canberra Hospital and Health Services, has been predominantly service orientated despite its long-established academic partnerships. The newly established Office of Research and Education at CHS creates an opportunity to refresh its research strategy.

CHS was formed in 2018 including Canberra Hospital, University of Canberra Hospital, five walk-in-centres and seven community centres. In 2020, CHS released its vision to “Create exceptional health care together”, which would be underpinned by four strategic priorities. One of the four priorities is being “a leading specialist provider” including being a leader in the key areas of research, education and clinical excellence.

This research strategy will help contribute toward the ACT developing a learning health system and CHS committing at all levels to a culture of continuous improvement. It will allow CHS to gather and apply evidence in real-time to deliver cutting-edge health care.

We will include consumers and carers as members of the research team, build terrific and collaborative partnerships with our academic institutions, and over time create a dedicated space on campus where clinicians can engage with scientists and other researchers.



# Approach

## 1. Governance

### Oversight

The development of the Canberra Health Services (CHS) Research Strategy was overseen by a Research Strategy Advisory Group (Appendix A). The Group's primary role was to guide the development of the CHS Research Strategy and provide sound advice. Its advice covered, but was not limited to:

- Academic partnerships
- Industry partnerships
- Research governance and processes
- Consumer and community involvement
- Developing and strengthening impactful research
- Recruitment strategies to strengthen the academic culture
- Revenue building
- Philanthropy

### Approval

The governing body to approve the Research Strategy is the Corporate Plan Review Committee, chaired by CHS Chief Executive Officer.

## 2. Development of the Research Strategy

The approach taken to build the CHS research strategy was to have a deep understanding of the current status of its research, appreciate the successful elements of well-functioning academic hospitals in Australia and determine the potential challenges and opportunities for undertaking research at CHS.

### a. Current Research Environment

- The publication output of 506 CHS specialists using the Scopus database

- Interviewing key internal and external stakeholders
  - 24 unit directors
  - three clinical directors
  - University of Canberra (UC) Professor of Nursing
  - UC Professor of Midwifery
  - Executive Branch Manager Research, ACT Health Directorate
  - UC Professor of Allied Health
  - Australian National University (ANU) Executive Dean, College of Health and Medicine
  - UC Executive Dean Faculty of Health Science
  - Associate Dean (Research), ANU Medical School
- Three half day workshops:
  - CHS executive, senior faculty UC and CHS Unit Directors (26 attendees)
  - CHS nursing midwifery and allied health senior leaders and senior faculty UC (26 attendees)
  - Consumers (31 attendees)

### b. Virtual Site Visits of Academic Hospitals and Research Institutes

- Royal Melbourne (University of Melbourne)
- St Vincent's Hospital, Melbourne (University of Melbourne)
- John Hunter Hospital (Newcastle University)
- Royal Prince Alfred (University of Sydney)
- Hunter Medical Research Institute (Hunter New England Health and the University of Newcastle)
- Royal Adelaide Hospital (University of Adelaide)

### c. Drafting CHS Research Strategy

An initial draft was formulated following the environmental scan of publication outputs, stakeholder interviews and research workshops. The initial draft was reviewed and commented upon by the CHS Research Strategy Advisory Group. The initial draft was reviewed and commented upon by 54 of the 110 people invited to the workshops.

# Research Strategy

## 2021 – 2025

<b>Vision</b>	“Create an inclusive research community, which aims to deliver exceptional healthcare”
<b>Goals</b>	<ol style="list-style-type: none"><li>1. Research is a core strategic aim of CHS</li><li>2. Research, conducted collaboratively with consumers, carers, community groups and individuals, is embedded at CHS to deliver exceptional healthcare</li><li>3. Academic partnerships co-create exceptional patient care through excellence in collaborative research</li></ol>
<b>Strategic Commitments</b>	<ol style="list-style-type: none"><li>1. Establish governance and processes to enable and value impactful research</li><li>2. Create a workforce which enables a strong research culture</li><li>3. Create an environment which enables research activities</li><li>4. Create impactful research partnerships with academic partners and industry partners</li><li>5. Create impactful research partnerships with consumers and communities</li><li>6. Create a strong communication strategy for CHS research</li></ol>



# Strategic Commitment 1

Establish governance and processes to enable and value impactful research

## Making it Happen

## Measures of Success

### Develop Office of Research and Education

<ul style="list-style-type: none"> <li>Develop strong links with ACT Health Directorate</li> </ul>	Alignment with ACT Health Directorate research strategy
<ul style="list-style-type: none"> <li>Establish an inclusive CHS Research Committee</li> </ul>	CHS Research Committee established to: <ul style="list-style-type: none"> <li>Oversee research governance and its processes</li> <li>Oversee operationalisation of the research strategy</li> <li>Oversee clinical trials management/ National Clinical Trials Governance Framework</li> <li>Oversee the process and allocation of grant funding through the private practice fund</li> <li>Quarterly reporting to Corporate Plan Review</li> <li>Conduit for all discipline communities of practice</li> <li>Develop processes to improve engagement with consumer, carer, and community groups as research partners</li> <li>Develop governance processes to facilitate dual appointments between academic partners and CHS</li> <li>Continue to determine research priorities and opportunities to partner with academic institutions including the potential for co-located research infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>Database of all research</li> </ul>	CHS Research database created and accessible to clinicians
<ul style="list-style-type: none"> <li>Annual report with statistics and performance</li> </ul>	CHS Research Annual Report published

### Establish Research Advisory Board

<ul style="list-style-type: none"> <li>Membership to include experts/ connected influencers/community voice</li> </ul>	CHS Research Advisory Board established to <ul style="list-style-type: none"> <li>Oversee research performance</li> <li>Provide strategic advice</li> <li>Advise CHS CEO</li> </ul>
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### Establish Local Research Committees

<ul style="list-style-type: none"> <li>Unit level communities of practice</li> </ul>	A multidisciplinary community of practice established in every discipline <ul style="list-style-type: none"> <li>Identify research leader</li> <li>Develop and oversee operationalisation of the local research strategy</li> <li>Regular reporting to unit and divisional meetings</li> <li>Regular reporting to CHS Research Committee</li> </ul>
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### Establish Research Accountability at Every Level

<ul style="list-style-type: none"> <li>Research KPIs at every level</li> </ul>	Research KPIs embedded within all Divisions and Unit business plans
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# Strategic Commitment 2

Create a workforce which enables a strong research culture

## Making it Happen

## Measures of Success

### Establish CHS clinician researcher positions

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| <ul style="list-style-type: none"> <li>• Establish research-focused positions</li> </ul>           | <p>Develop position descriptions for research-focused roles in consultation with all relevant stakeholders</p> <p>Clinician researcher positions established with or without joint academic appointment</p> <ul style="list-style-type: none"> <li>• Dedicated research time</li> <li>• Clear expectations and accountability for research output</li> <li>• Supervisor/mentor/sponsor to others</li> <li>• Access to seed grants</li> <li>• Increase in the number of publications in Q1 journals</li> </ul> |
| <ul style="list-style-type: none"> <li>• Establish fellowships for health professionals</li> </ul> | <p>Clinical fellowship positions for early and mid-career health professionals established</p> <ul style="list-style-type: none"> <li>• Funding source identified</li> <li>• Dedicated research time</li> <li>• Receives supervision/sponsorship</li> <li>• Access to academic networks and opportunity for academic appointment</li> <li>• Wellbeing support</li> <li>• Access to seed grants</li> <li>• Increase in number of completions of Higher Degrees/Publications in Q1 journals</li> </ul>          |

### Develop CHS recruitment strategy for clinician researchers

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| <ul style="list-style-type: none"> <li>• Clinician researchers actively recruited</li> </ul> | <p>Recruitment strategy for clinician researchers developed</p> <ul style="list-style-type: none"> <li>• In conjunction with academic partners</li> <li>• Aligning to CHS strategic priorities</li> <li>• Significant advertising campaign</li> <li>• Position descriptions uniformly include reference to enabling/undertaking/participating in research</li> <li>• Senior appointments selection panels* include academic representation</li> <li>• Tailored supports and accountability of individuals:             <ul style="list-style-type: none"> <li>– Protected academic time/access to labs/access to academic networks/effective and focused on-boarding</li> </ul> </li> </ul> |
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### Annual performance review to include academic engagement/output

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| <ul style="list-style-type: none"> <li>• Amendments to be made to performance review process</li> </ul> | <p>All performance agreements include academic engagement/output</p> |
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### Research criterion to be included in relevant recruitment processes

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| <ul style="list-style-type: none"> <li>• Changes to be made to recruitment processes in consultation with all relevant stakeholders</li> </ul> | <p>Newly recruited senior staff specialists have a demonstrated research profile</p> |
| <ul style="list-style-type: none"> <li>• Review of all disciplines to ensure research criterion included in all relevant positions</li> </ul>  | <p>All relevant staff have a demonstrated research profile</p>                       |

### Create capability within CHS clinical workforce

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| <ul style="list-style-type: none"> <li>• Educate all levels of CHS to understand research</li> </ul> | <p>All CHS employees know and support research through:</p> <ul style="list-style-type: none"> <li>• Research training (leaders/clinical leaders/junior health professionals)</li> </ul> |
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# Strategic Commitment 3

Create an environment which enables research activities

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## Making it Happen

## Measures of Success

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### Develop a Business Service Model

- Develop a one stop shop for research support services

A one stop shop established to help with:

- Development of research questions
- Literature searches
- Biostatistical advice
- Protocol writing
- Consumer engagement
- Grant finding
- Grant writing
- Ethics applications
- Setting up a database
- Publication writing
- Presentation skills

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### Create opportunities for CHS seed funding

- Establish sustainable and accessible pathways for seed funding

Sustainable and accessible pathways for seed funding established

- Private practice fund/hospital foundation/NGOs/philanthropic donors/SPA accounts

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### Develop processes to easily enable use of CHS data

- Processes to be set up to easily enable use of data to translate and evaluate research into clinical practice

Processes established to enable use of health service data to translate and evaluate research into clinical practice. These would cover:

- Ease of accessing data (consent/privacy)
- Data construction
- Data analysis

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### Developing/Strengthening CHS Infrastructure

- Strengthening wet and dry labs at CHS

Governance framework for CHS/ANU/UC for capacity/usage of wet and dry labs

Onsite wet and dry laboratory support strengthened

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# Strategic Commitment 4

Create impactful research partnerships with academic partners and industry partners

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## Making it Happen

## Measures of Success

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### Develop/redevelop agreements with academic partners

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- Liaise with academic partners on agreements
- Academic partner agreements are developed/redeveloped to:
- Commit to joint research/research translation
  - Ensure research and research translation is future orientated
  - Outline research support commitments
  - Describe governance and processes for joint academic/CHS appointments
  - Include awarding of academic title and relevant supports
  - Describe commercialisation and IP arrangements
  - Create standard research agreement template
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### Develop agreements with industry partners

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- Liaise with industry partners on agreements
- Industry partner agreements are developed to:
- Embrace research/research translation
  - Ensure research and research translation is future-orientated
  - Outline research support commitments
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### Develop “deliberate academic/health service bumping” opportunities

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- Create opportunities for academics, clinicians and consumers to develop research ideas
- Academic/clinical/consumer research bubbles created
- Clinicians, academics and consumers can work together to:
    - create research teams
    - develop research questions
    - research projects
    - translate research into clinical practice
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### Create Visibility of Clinical Researchers

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- Ensure clinical researchers are overtly visible to academic partners
- Mechanisms in place to identify relevant clinician researchers to include:
- Intra and internet website
  - Publications/media bylines referencing CHS
  - Formal networks of relevant academics/clinical researchers established
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# Strategic Commitment 5

Create impactful research partnerships with consumers and communities<sup>1</sup>

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## Making it Happen

## Measures of Success

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### Develop a framework for engagement/co production of research with community

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| <ul style="list-style-type: none"><li>• Engagement/co-production of research with community</li></ul> | <p>A framework for engagement/co production of research with community developed and includes engaging:</p> <ul style="list-style-type: none"><li>• Consumer and carer advocacy groups</li><li>• Carers</li><li>• Consumers</li></ul> |
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### Build capacity for research partnerships between CHS and consumer, carer, and community groups and individuals

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| <ul style="list-style-type: none"><li>• Create opportunities to strengthen and improve health and research literacy across our community</li></ul> | <ul style="list-style-type: none"><li>• Research training for community researchers created and conducted</li><li>• Research training for clinician researchers created and conducted to support development of research co-production and partnership skills</li></ul> |
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### Create a Community Research Hub

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| <ul style="list-style-type: none"><li>• Creation of a community research hub</li></ul> | <p>Community research hub created to:</p> <ul style="list-style-type: none"><li>• Provide a platform for engagement and co-production of research with community</li></ul> |
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### Develop broad research collaborations

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| <ul style="list-style-type: none"><li>• Connect with key external organisations</li></ul> | <p>Broad research collaborations and agreements developed with:</p> <ul style="list-style-type: none"><li>• Southern NSW Local Health District</li><li>• Murrumbidgee Local Health District</li><li>• Surrounding NSW primary health care networks</li><li>• HealthANSWERS</li><li>• Capital Health Network</li><li>• Local health facilities</li><li>• Aboriginal health facilities</li></ul> |
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<sup>1</sup> Aligned with the goal to collaboratively produce research with consumers, carers, and community groups, this commitment conceptualises 'our community' in broad and inclusive terms.

# Strategic Commitment 6

Create a strong communication strategy for CHS research

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## Making it Happen

## Measures of Success

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### Create a research presence internally and externally

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| <ul style="list-style-type: none"><li>• Visible presence of CHS research</li></ul> | <p>Visible presence (including accessible research outcomes) created internally and externally through:</p> <ul style="list-style-type: none"><li>• Web pages on intranet and internet</li><li>• Social media</li><li>• Research fora</li></ul> |
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### Create a list of experts

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| <ul style="list-style-type: none"><li>• Create a list of experts for external media</li><li>• Media training offered to experts</li></ul> | <ul style="list-style-type: none"><li>• A list of experts is created for use by external media</li><li>• Protocols of engagement established including the use of a by-line for CHS</li><li>• Experts undertaken media training</li></ul> |
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### Create an environment for presenting research

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| <ul style="list-style-type: none"><li>• Creating opportunities to present research at many levels</li></ul> | <p>Research presented and showcased at multiple levels of CHS:</p> <ul style="list-style-type: none"><li>• Local unit</li><li>• Division</li><li>• Executive</li><li>• Canberra Health Annual Research Meeting</li></ul> |
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### Supporting clinicians to present at national and international meetings

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| <ul style="list-style-type: none"><li>• Clinicians present at national and international meetings</li></ul> | <p>Funding opportunities created for clinician researchers to present at:</p> <ul style="list-style-type: none"><li>• National conferences</li><li>• International conferences</li></ul> <p>Increase in the number of presentations at national and international conferences</p> <p>Increase in the number of awards at national and international conferences</p> |
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### Celebrate Research Success

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| <ul style="list-style-type: none"><li>• Opportunities for celebrating research success</li></ul> | <p>Improved attraction and retention of staff</p> <p>An increase in the volume and reach of content about CHS research, both internally and externally</p> |
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## Appendix A: Canberra Health Services Research Strategy Advisory Group

Chair	Professor Imogen Mitchell	Executive Director, Research and Academic Partnerships, CHS and ANU
Member	Professor Russell Gruen	Dean, College of Health and Medicine, ANU
Member	Professor Michelle Lincoln	Executive Dean of Health, Faculty of Health, University of Canberra
Member	Clinical Associate Professor Nick Coatsworth	Executive Director, Medical Services, CHS
Member	Daniel Wood/Karen Grace	Executive Director, Nursing & Midwifery and Patient Support Services, CHS
Member	Jo Morris	Executive Director, Allied Health, CHS
Member	Lisa Gilmore	Executive Director, Division of Surgery, CHS <i>Clinical Executive Director representative</i>
Member	Dr Florian Wertenaue	Clinical Director, Adult Acute Mental Health Services, Division of Mental Health, Justice Health, and Alcohol and Drug Services, CHS <i>Unit Director representative</i>
Member	Emeritus Professor Sally Walker	Deakin University <i>Australian Leader in Higher Education representative</i>
Member	Dr Sarah Spiller	Manager of Research and Projects, Health Care Consumers' Association <i>Consumer representative</i>
Member	Dr Megan Robertson	Group Chief Research Officer, St Vincent's Health Australia Director of Research, St Vincent's Melbourne <i>External Research Director representative</i>
Member	Professor Jane Dahlstrom	Anatomical Pathology, ACT Pathology, CHS <i>Senior Academic representative</i>
Member	Professor Kirsty Douglas	Director, Academic Unit of General Practice, ACT Health Directorate <i>Primary Health Care researcher / ACT Health Directorate representative</i>
Member	Margaret Bennett (Dr Liz Mullins Proxy)	Chief Executive, Southern NSW Local Health District
Ex-Officio	Bernadette McDonald/Dave Pepper	Chief Executive Officer, CHS/Interim CEO, CHS



