



Health
Northern Sydney
Local Health District

NSLHD RESEARCH STRATEGY

2019-2024





Northern Sydney Local Health District acknowledges the Traditional Custodians of the lands on which our health services have been built, the Gaimariagal, Guringai and Dharug peoples, and we honour and pay our respects to their ancestors. We acknowledge and pay our respects to all Aboriginal and Torres Strait Islander peoples and to Elders past, present and emerging. We acknowledge that past, current and future Aboriginal and Torres Strait Islander peoples are the continuing custodians of this country upon which we live, work and meet and that it is from their blood, courage, pride and dignity that we are able to continue to live, work and meet on this ancient and sacred country.

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Further copies of this document can be downloaded from the NSLHD website www.nslhd.nsw.gov.au | August 2019

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FOREWORD

NSLHD RESEARCH STRATEGY 2019-2024

Health research is at the core of achieving better outcomes for our patients. We are fortunate to live in an era of rapid and exciting advances in research. New technologies and discoveries are revolutionising the healthcare we provide to patients and uncovering novel ways to tackle the health problems confronting our communities.

Northern Sydney Local Health District (NSLHD) has a long and proud history of being leaders in research. To build on our existing research strengths and meet the demands placed on the health system, it is important to continue to develop a coordinated, strategic approach to research across the District.

The Northern Sydney Local Health District Research Strategy 2019-2024 (the Strategy) has been developed to support our research endeavours and further establish the District as a research-oriented organisation. It will ensure we continue to deliver health research that is underpinned by emerging trends including genomics, precision medicine and the convergence of medical and digital technologies.

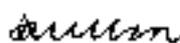
Our primary goal in the Strategy is to ensure that quality research underpins and improves patient care and community wellbeing, with advances translated effectively from the laboratory to the bedside. The District's research culture will be enhanced to sustain a robust and flourishing environment for our researchers, opening doors to the next generation of leaders in health innovation. The Strategy seeks to enhance research infrastructure and partnerships.

Consumer and community involvement in health research is widely recognised as key to improving both the quality and direction of research. For that reason, consumers, carers and families, and the broader community are at the centre of our research strategy.

Ensuring strong partnerships with other organisations is also essential if we are to translate the benefits of our research to patients and our community. The NSLHD Research Strategy will guide our partnerships with the University of Sydney, principally through the Kolling Institute of Medical Research (which is a joint venture between the two organisations) as well as Sydney Health Partners, HammondCare, Royal Rehab, Healthscope, the Northern Sydney Academic Health Sciences Centre, Macquarie University, Sydney North Health Network, the Australian Catholic University, the University of Technology Sydney, the NORTH Foundation (formerly the Kolling Foundation), industry and our other valued partners.

The Strategy identifies six priority areas that we will focus on over the next five years: growing our research; engaging our community; improving research leadership and developing research career opportunities for our workforce; enhancing our partnerships; building research infrastructure; and increasing the impact of our research.

We thank all our staff and colleagues, and the community, who have contributed their expertise to the development of the Strategy. We are confident it will deliver on our vision of being a high-performing research organisation that provides best-practice healthcare and improves the wellbeing of our community, today and into the future.



Deborah Willcox, Chief Executive
Northern Sydney Local Health District



Trevor Danos AM, Chair
Northern Sydney Local Health District

EXECUTIVE SUMMARY



VISION: LEADERS IN HEALTHCARE, PARTNERS IN WELLBEING

Our vision is to be a high performing, research-oriented District that delivers best-practice healthcare and improves overall community wellbeing.

MISSION

Our mission is to embed a robust, inclusive and translational research culture across our District, in collaboration with our community, our workforce and our research partners, to underpin high quality, evidence based healthcare delivery.

PRIORITY AREAS

We will establish NSLHD as a leading research organisation by focusing on six priority areas of equal importance. Communication and culture are intrinsic to these priority areas.



OUTCOME

By 2024, NSLHD will be recognised as a research-oriented Local Health District, with improved community engagement in our research; an organisation-wide culture of evidence-based decision making; a thriving and inclusive research culture and strong research leadership; and high impact research that underpins quality patient care.

INTRODUCTION

It is an exciting time for health research. The boundaries for exploration expand constantly, as do the problems that need resolving. There is widespread support for health research from government, the private sector and philanthropic groups, and community engagement with health research is at an all-time high.

Significant research funding has become available in recent years through Federal Government programs such as the Medical Research Future Fund (MRFF), adding to the ongoing contribution of the National Health and Medical Research Council (NHMRC). At the State level, funding for research and infrastructure support is available through the NSW Ministry of Health and associated government entities. [The NSW Health and Medical Research Strategic Review \(2012\)](#) highlighted the importance of research as an expected component of patient care and health service delivery stating, “NSW will deliver a priority-driven approach to research and innovation in our health services that will generate new evidence and translate knowledge into the delivery of a better health system and improved health”.

We now know that the best quality healthcare is provided in settings with a robust and clearly defined feedback loop between systematic research and health delivery. As well, research that is driven by the priorities of health districts, in conjunction with their communities, has the best chance of delivering improved community health outcomes. These trends are reflected in current funding criteria for health and medical research, with priority given to both the translation of research and the engagement of our community to inform research priorities. In addition to medical research, allied health, nursing and midwifery, mental health and health systems research are pivotal to providing best-practice patient care.

To deliver the best quality patient care, the Strategy focuses on:

- › highlighting research strengths that contribute to optimal health care delivery and promotion, and improve the health of the community;
- › ensuring the community is engaged with our research and priority setting;
- › investing in our people to enable them to engage with research;
- › building research infrastructure;
- › enhancing research partnerships; and
- › increasing our research impact..

The Strategy builds upon the excellent research that has been conducted over decades by our people, both within our flagship medical research institute, the Kolling Institute of Medical Research, and across our health services. While acknowledging many past contributions and achievements, the Strategy recognises there is significant potential for the District to have greater research impact. It outlines a blueprint for action, describing initiatives that will be undertaken within each of the six priority areas. The Strategy also establishes a comprehensive and cohesive framework to ensure NSLHD is recognised as a research-oriented health service, and provides a mechanism for holding the District accountable for ensuring the agreed outcome measures are delivered.

RESEARCH FUNDING AND PRIORITIES

Funding and policy for health and medical research is complex. The research priorities identified through our consultation process are largely shaped by current trends in research policy and investment and by the needs of our consumers. The NHMRC, the Australian Research Council (ARC), the NSW Ministry of Health and the Office of Health and Medical Research (OHMR) and the MRFF priorities and strategic documents identify a number of common themes:

- › Community engagement
- › Translational research
- › Collaboration across clinical specialties and academic disciplines
- › Engagement with partners
- › Effective and efficient supporting infrastructure
- › The use of clinical and population health data
- › The promotion of clinical trials

These themes are evident in the following plans, which have also contributed to direction and focus of the NSLHD Research Strategy: [Australian Medical Research and Innovation Strategy 2016-2021](#); the [NHMRC Corporate Plan 2019-2020](#); the [ARC Corporate Plan 2019-2020](#); the [NSW Aboriginal Health Plan 2013-2023](#); [NSW State Health Plan: Towards 2021](#); [NSW Population Health Research Strategy 2018-2022](#); [NSW Government Response to the NSW Health and Medical Research Strategic Review 2012-2022](#); [Living Well: Putting People at the Centre of Mental Health Reform in NSW](#); [eHealth Strategy for NSW Health 2016-2026](#); [Consumer and Community Engagement Model report](#); [NSW Health Genomics Strategy](#); and the [CSIRO Future of Health Report](#).

The NSLHD Research Strategy 2019-2024 complements the [NSLHD Strategic Plan 2017-2022](#).

Allied Health

“ Professor Jim Elliott’s vision for NSLHD is one where research and patient care go hand in hand: “When people walk into our hospitals, they should not be surprised when invited to be involved in at least one research study. People should come to expect that part of their journey in and across our LHD could include being involved in a research study aimed to improve not only their experience, but their health outcome as well. That way, we can deliver the best possible evidence-informed care on a patient-by-patient basis.”

Population Health

“ Our Public Health Unit is part of the NSW Public Health Network and participates in research aimed at informing population based communicable disease control, increasing immunisation uptake and managing health risks associated with the exposure to environmental hazards, with the aim of improving the health and wellbeing of our community.”

– Dr Michael Staff



NSLHD RESEARCH

The research priorities shaping the development of our Strategy are carried through into current research at NSLHD. Alongside clinical care, research is undertaken in each clinical network and across the healthcare continuum, from *Women and Babies Research* at Royal North Shore Hospital, to the NHMRC Partnership Centre on *Dealing with Cognitive and Related Functional Decline in Older People* at Hornsby Ku-ring-gai Hospital. This includes Mental Health, Drug and Alcohol; Allied Health; and Nursing and Midwifery, each of which has a robust program of research. There is a strong appetite from within the District and from our community for continuing to grow and protect research that is set in a clinical environment. This is mirrored in policy and government funding changes that underscore the importance of collaboration across health services, research organisations and industry, to ensure effective research translation. An integral part of this Strategy lies in ensuring the framework exists for continual development of research that is undertaken in a clinical setting.

This is complemented by research undertaken within the Kolling Institute of Medical Research. The Kolling Institute is a joint venture established by NSLHD and the University of Sydney, located at Royal North Shore Hospital. Research conducted within the Kolling Institute is overseen by a Governing Council, comprised of equal representation of NSLHD and the University of Sydney, with an independent Chair. The interface between NSLHD, the University of Sydney and the Kolling Institute is complex, and many of our Kolling researchers have clinical appointments at NSLHD and/or academic appointments at the University of Sydney. Through the initiatives outlined in this Strategy, NSLHD will ensure ongoing support is provided equally for researchers and research activities within the Kolling Institute, and throughout the District.

OPPORTUNITIES

Health and medical research occurs in complex environment. Many challenges our researchers and clinicians face are not unique to NSLHD, and are faced across the health and medical research landscape. Our partnerships, such as that with Sydney Health Partners, are invaluable in addressing common challenges in a systematic way, although other challenges need to be addressed within NSLHD in partnership with our workforce and our community. This Research Strategy lays the groundwork for doing so. For example, while there is a paucity of research training within the Australian healthcare landscape, across NSLHD there are multiple examples of programs designed to mentor and guide research training and skills, to improve the proportion of research-trained staff. Through this Strategy, we will build on the achievements of these programs to ensure our workforce has the scale, breadth and depth of research skills and training required to support a robust research culture. Second, health and medical research in Australia is notoriously fragmented, with research occurring across more than 50 independent medical research institutes. While this makes collaboration complex, NSLHD has robust relationships with key partners and these will continue to be built upon to forge effective alliances and improve efficiencies. Third, the translation of research outcomes into policy is notoriously slow, with findings taking an average of 17 years to be adopted in practice. There are a number of programs across the District that aim to accelerate translation, such as the Nursing and Midwifery Researcher Development Program, which supports the translation of clinical problems into research questions, as well as the translation of innovations into health delivery. The initiatives contained in this Strategy build on this and similar programs to support the translation of research into better patient care and health outcomes.

NURSING AND MIDWIFERY RESEARCH 2018

13

grants awarded,
totalling \$765,867

40

peer reviewed
publications

59

active research
studies

84

conference
presentations

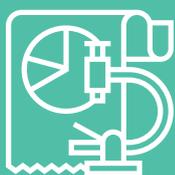
19

grant applications
submitted, totaling \$6.26m

NSLHD 2018 RESEARCH ACTIVITY



1,057
research papers published



196
new research
projects approved



89
registered clinical trials



4
NHMRC Practitioner Fellows



410
industry or university
collaborations



4
NHMRC Centres of
Research Excellence with
NSLHD investigators



1,100
active research projects



8
Lancet publications

NORTHERN SYDNEY LOCAL HEALTH DISTRICT

OUR COMMUNITY

NSLHD uses a broad definition of community that includes consumers, carers and family, the local population, partner research and industry organisations, philanthropists, our students, visitors and our workforce.

NSLHD covers an area of around 900 square kilometres, covering nine local government areas and almost one million people, which represents 11.7 percent of the NSW population. Our district has a slightly higher proportion of older residents than the NSW State average, and health outcomes are generally better than the NSW average. NSLHD residents have the nation's highest average life expectancy and lowest premature mortality, and the best infant and maternal health scores. The NSLHD population also scores better than the NSW average in terms of many health risk factors, including overweight, smoking, physical activity and fruit and vegetable intake, with obesity being only half as prevalent in NSLHD as in NSW as a whole. Nonetheless, health inequalities exist within Northern Sydney LHD. Aboriginal and Torres Strait Islander people experience poorer health outcomes across Australia, compared to non-Aboriginal and Torres Strait Islander people. Some Culturally and Linguistically Diverse (CALD) groups also experience poorer health outcomes, as do those who are disadvantaged socioeconomically and/ or suffer from mental illness. The characteristics and profile of our community offer both challenges and opportunities for researchers.

Within an expense budget of approximately \$1.7 billion in FY2018/19, the District performed more than 34,000 operations, saw more than 200,000 Emergency Departments presentations, delivered 5,500 babies and cared for 565,210 patients in outpatient clinics.

OUR PARTNERS

NSLHD has a proud history of engagement with a variety of research partners, including universities, medical research institutes, public health organisations, industry, non-government organisations and philanthropic organisations.

NSLHD has a longstanding relationship with the University of Sydney, in particular through the Kolling Institute of Medical Research and the Northern Clinical School. The Kolling Institute shares research staff between the University of Sydney and NSLHD. The Northern Clinical School is an education and research unit of the Sydney Medical School within the University of Sydney. It has headquarters at NSLHD's Royal North Shore Hospital, with satellite units at Ryde, Hornsby Ku-rin-gai and Northern Beaches Hospitals. There is an excellent working relationship between the University of Sydney and NSLHD, and goodwill to retain and further develop the partnership.

NSLHD is a foundational partner of Sydney Health Partners, together with Western Sydney LHD, Sydney LHD, the Sydney Children's Hospital Network, the University of Sydney, and nine affiliated medical research institutes. The partnership aims to remove or reduce the barriers to efficient and effective translation of medical research into clinical practice and to increase the scale of research for our community. NSLHD looks forward to building on the existing partnership to increase collaboration and translation within the group.



OUR PARTNERS



Sydney Health Partners

“SHP is valuable because improving health care services and patient outcomes is a goal shared by all of the partners. People are working together in new ways, testing potential solutions in multiple sites and learning what works and where. We have leading clinician researchers at NSLHD who are working locally and with other SHP health services to help improve care for a wide range of patients, from pregnant women and babies, to patients with musculoskeletal conditions, and the elderly. This is great for our patients and great for NSLHD.”

– Associate Professor Angela Todd

The Northern Sydney Academic Health Sciences Centre(NSAHSC) is a partnership between NSLHD, the University of Technology Sydney, Macquarie University and the University of Sydney that aims to foster collaborations in preventive healthcare research. The partner members intend to further develop the NSAHSC, and are committed to supporting research collaboration, translational research and professional development through the partnership.

The Sydney North Health Network was established in response to the Federal Government's Primary Health Networks initiative, designed to increase the efficiency and effectiveness of primary health services for patients, particularly those at risk of poor health outcomes, and to improve coordination of care to ensure patients receive the right care in the right place at the right time.

OUR RESOURCES

NSLHD is well positioned to continue supporting our strong research culture, while providing high quality, safe care for our community. The District has a dedicated focus on research at all our sites across the District and within the Kolling Institute of Medical Research.

With approximately 11,000 staff, we provide health services at five primary facilities: Royal North Shore Hospital, Hornsby Ku-ring-gai Hospital, Ryde Hospital, Mona Vale Hospital and the Northern Beaches Hospital (in public-private partnership with Healthscope). The District provides inpatient and community based Mental Health, Drug and Alcohol Services, and Primary and Community Health Services.

The Kolling Institute of Medical Research, a medical research organisation of intermediate scale by national standards, is embedded within NSLHD. This enables easier translation of research into clinical practice, and ensures the community has genuine input into research projects. The Institute aims to build on its existing strengths to further enhance the distinct quality and impact of its research programs, as well as expanding its portfolio with an outward-looking focus. The co-location of the Kolling Institute with the Royal North Shore Hospital, and researchers' access to state-of-the-art laboratories, ensures that the District is strategically placed to strengthen cutting edge bench-to-bedside research.

The Kolling Institute had 280 Professors, Associate Professors, Post doctorates, research assistants, research technical officers and higher degree research (Masters and PhD) students.

CULTURE AND COMMUNICATION

The NSW Health and Medical Strategic Review (2012) noted the importance of establishing a culture that supports research at every level within health service organisations, to ensure the best possible health outcomes for consumers, carers and family, and for community wellbeing. The Northern Sydney Local Health District Research Strategy 2019-2024 is committed to further developing a robust, supportive and inclusive research culture, to promote the delivery of high impact research and to foster a culture of enquiry and innovation in healthcare delivery. Integral to this process is recognising and promoting our research and researchers, providing opportunities to engage with research, and ensuring effective research leadership exists at all levels of NSLHD.

Effective communication connects and underpins the six priority areas. Most fundamentally, it is necessary for ensuring our workforce, our community and our partners are aware of the priorities identified by our stakeholders in the development of this Strategy, and thus the direction the District will take in implementing initiatives. To this end, a Research Advisory Committee will report annually on implementation progress, and review feedback on activities undertaken. At a more strategic level, transparent communication will support partnering with our workforce, community and partners to deliver initiatives, and build a robust and enriching research environment to improve outcomes for our community.

KOLLING RESEARCH HIGHLIGHTS 2018

Kolling Institute researchers were awarded

\$17,997,740 in grant funding.

31%

of all Professors and Associate Professors at the Kolling Institute were women.

Kolling Institute investigators conducted

350

research projects, including drug and device trials.

Kolling Institute researchers published more than

700

journal papers, books and book chapters.

OUR ACHIEVEMENTS



Establishment of the **Surgical Education Research and Training (SERT)** Institute to support and promote surgeons in academic and research activities.



Publication of **1,956** peer-reviewed papers since 2017

Appointment of the **Lawrence Penn** Chair of Bowel Cancer Research to NSLHD Professor

Our researchers make a significant contribution to health research and translation. With renewed direction, NSLHD will make further progress in research and translation, for the benefit of our consumers, families and careers, and community.



Establishment of **Sydney Mass Spectrometry Centre** at the Kolling Institute of Medical Research, for the provision of state-of-the-art tools and expertise for proteomics, metabolomics and mass spectrometry

Delivery of Nursing and Midwifery research training to over

3,000

multidisciplinary NSLHD staff by the Nursing and Midwifery Research and Practice Development Unit



Establishment of the **Kolling Tumour Banks** that contain Breast, Gynaecological, Upper Gastrointestinal and Neuroendocrine tumour, tissue, blood and clinical information for research

Establishment of the **John Walsh Centre for Rehabilitation Research** and furthering in 2016, for furthering research and education in rehabilitation and injury-related disability



Appointment of a Manager, **Research Strategy and Partnerships** to oversee the implementation of this Research Strategy and advocate for research across NSLHD and beyond

Establishment of a **Data Analysis and Surgical Outcomes (DASO)** Unit in 2016, to provide data support to deliver surgical audits and facilitate surgical outcomes research

Award of **\$25M** NHMRC Partnership Centre on Dealing with Cognitive and Related Functional Decline in Older People to NSLHD Researcher

Development of **Sydney Health Partners (SHP)** in 2015, together with Sydney Research, Western Sydney Local Health District, Sydney Local Health District and Sydney Children's Hospital Network (Westmead). SHP was recognised as one of Australia's first NHMRC Advanced Health and Research Translation Centres

Advancement in **orthopaedic research** through the NSLHD and University of Sydney conjoint appointment of Professor of Orthopaedics and Traumatic Surgery

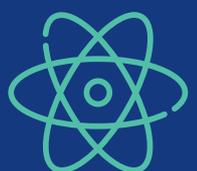


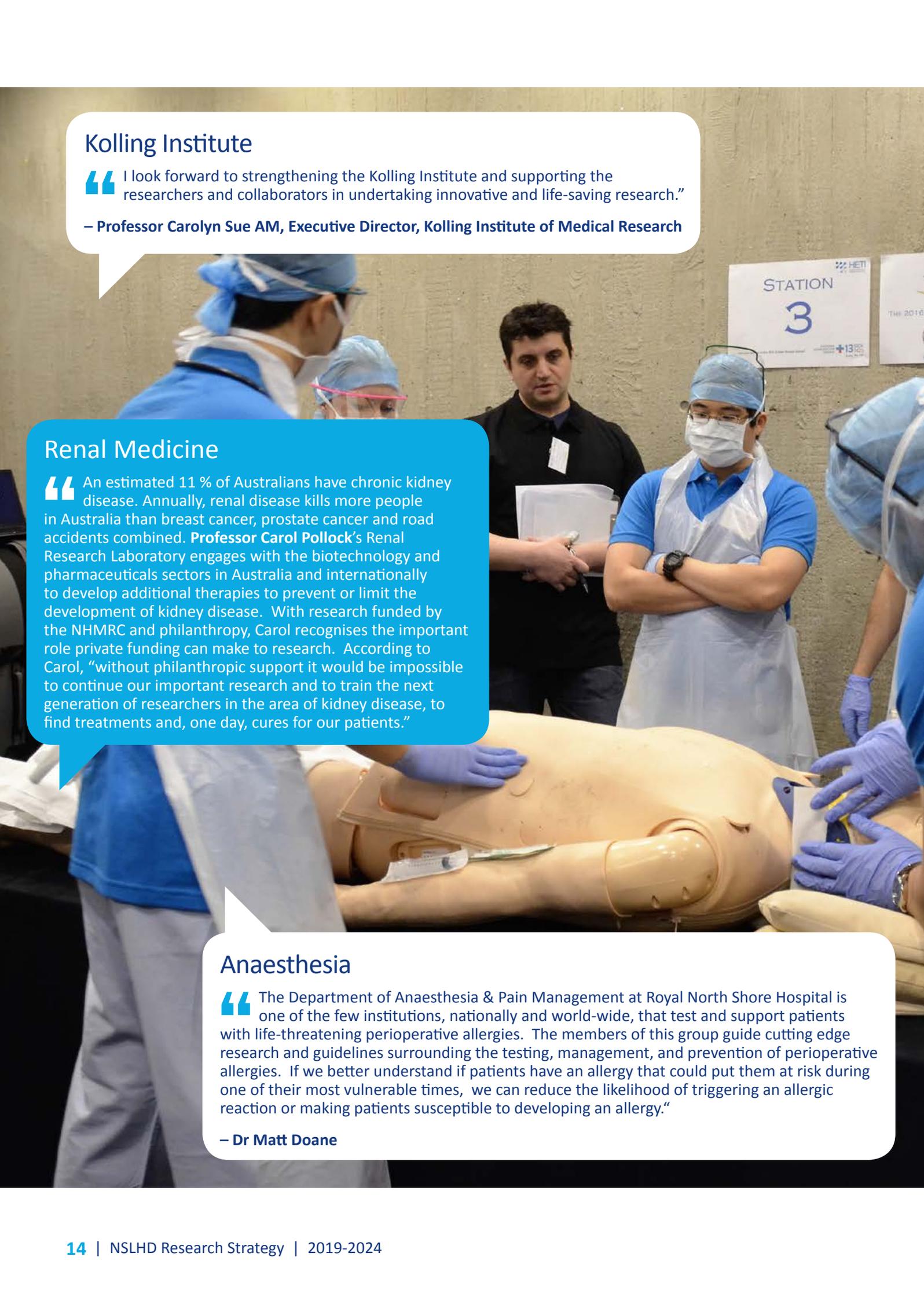
Appointment of several NSLHD researchers to **Expert Advisory Panels** to provide advice to the MRFF on future funding priorities

Advancement in **Allied Health research** through the NSLHD and University of Sydney conjoint appointment of Professor of Allied Health

Establishment of **Northern Sydney Academic Health Science Centre**, a partnership between NSLHD, the University of Technology Sydney, Macquarie University and the University of Sydney that aims to foster collaborations in preventative healthcare research

Advancement in **Nursing and Midwifery research** through the NSLHD and University of Technology Sydney conjoint appointment of Professor of Nursing and Midwifery





Kolling Institute

“ I look forward to strengthening the Kolling Institute and supporting the researchers and collaborators in undertaking innovative and life-saving research.”

– Professor Carolyn Sue AM, Executive Director, Kolling Institute of Medical Research

Renal Medicine

“ An estimated 11 % of Australians have chronic kidney disease. Annually, renal disease kills more people in Australia than breast cancer, prostate cancer and road accidents combined. **Professor Carol Pollock’s** Renal Research Laboratory engages with the biotechnology and pharmaceuticals sectors in Australia and internationally to develop additional therapies to prevent or limit the development of kidney disease. With research funded by the NHMRC and philanthropy, Carol recognises the important role private funding can make to research. According to Carol, “without philanthropic support it would be impossible to continue our important research and to train the next generation of researchers in the area of kidney disease, to find treatments and, one day, cures for our patients.”

Anaesthesia

“ The Department of Anaesthesia & Pain Management at Royal North Shore Hospital is one of the few institutions, nationally and world-wide, that test and support patients with life-threatening perioperative allergies. The members of this group guide cutting edge research and guidelines surrounding the testing, management, and prevention of perioperative allergies. If we better understand if patients have an allergy that could put them at risk during one of their most vulnerable times, we can reduce the likelihood of triggering an allergic reaction or making patients susceptible to developing an allergy.”

– Dr Matt Doane



STRATEGIC PRIORITIES

Embedded within these six priority areas are communication and culture.



GROW OUR RESEARCH

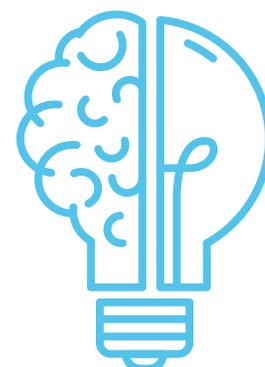


Foster high impact research at NSLHD, leveraging existing efficiencies, to ensure research underlies quality healthcare delivery and translates to improved community health.

Initiatives	Timeframe
Widely promote our research achievements and our researchers using a variety of media platforms and communications mechanisms.	0 – 1.5 years
In conjunction with the NORTH Foundation, develop a fundraising strategy to increase philanthropic contribution to research.	0 – 1.5 years
Help researchers identify seed funding, in particular for early and mid-career researchers.	0 - 1.5 years
Adopt an explicit, transparent framework to determine research priority areas for NSLHD.	1.5 – 3.5 years
Develop a staged plan of priorities for research infrastructure expenditure, based on analysis of current resources that aligns with the NSLHD Strategic Priorities.	1.5 – 3.5 years
Establish and foster an inclusive research culture throughout each clinical network, recognising the unique roles played by different specialties and extent to which they are already engaged in research.	1.5 – 3.5 years
Develop a strategy to increase external research support at NSLHD.	1.5 – 3.5 years

IMPACT MEASURES

- › Research priorities are transparent and clearly articulated.
- › Research activities are tracked and monitored, visible and celebrated.
- › A robust and inclusive research culture underlies clinical practice.
- › Philanthropic support for research is increased.
- › Government support for research is increased.



ENGAGE OUR COMMUNITY

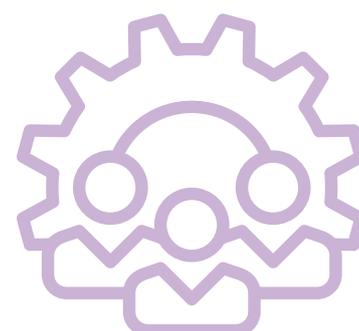


Ensure our community, including consumers, carers and families are involved in all aspects of the research process, from planning, co-designing and evaluating, to participating in research at NSLHD.

Initiatives	Timeframe
Add research as a standing item to the NSLHD Consumer Committee.	0 – 1.5 years
Engage consumers, carers and families in the implementation of this Strategy via the Research Advisory Committee.	0 – 1.5 years
Ensure our diverse community is sufficiently represented in all aspects of the research process, including planning, co-designing, evaluating and participating in research at NSLHD.	0 – 1.5 years
Develop processes and resources to increase community involvement in research strategy, co-design and evaluation, as appropriate.	1.5 – 3.5 years
Develop initiatives to increase research participation rates across NSLHD.	1.5 – 3.5 years
Make our research “visible” across NSLHD via information leaflets, research posters, information days, public forums, our website and other communication mechanisms.	1.5 – 3.5 years
Develop strategies to promote NSLHD research achievements in our community	1.5 – 3.5 years

IMPACT MEASURES

- › Our community, including consumers, carers and families, are involved in all aspects of the research process.
- › Research participation rates are increased.
- › NSLHD is recognised across our community as a research-oriented local health district.



IMPROVE RESEARCH LEADERSHIP AND CAREER DEVELOPMENT



Elevate the profile of research across our workforce, and develop and retain our researchers, to embed a robust and inclusive research culture across NSLHD.

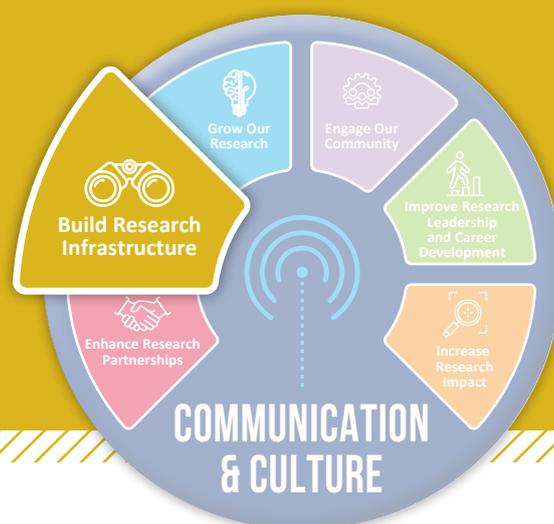
Initiatives	Timeframe
Establish a Research Advisory Committee that includes representation from researchers and consumers across NSLHD to oversee the implementation of this Strategy.	0 – 1.5 years
Add research as a standing item on the agenda of the NSLHD Executive Committee and Board.	0 – 1.5 years
Promote research training opportunities provided by universities and other external bodies, and support access to these activities.	0 – 1.5 years
Support research open days and targeted research forums to improve networking opportunities.	0 – 1.5 years
Develop a Research Mentoring Program, in conjunction with University partners, to support early career researchers.	1.5 – 3.5 years
Establish early-career and/or post-doctoral research fellowship awards for “rising stars” and other researchers.	3.5 – 5 years
Identify and provide support for potential and current elite researchers who require additional support to remain within NSLHD.	3.5 – 5 years
Develop a workforce research development strategy that includes ‘protected time’ for engaging with research via leading, advocating, disseminating and/or conducting research. This should include modifying existing positions, where appropriate, and adding research accountability into clinician and department manager roles with specific emphasis for new recruits.	3.5 – 5 years

IMPACT MEASURES

- › A clear definition of the research related activities, roles and responsibilities of the Kolling Institute and NSLHD exists.
- › Improved oversight of research by the NSLHD Board and Executive.
- › Increased retention of staff engaged with research.
- › Increased research output.



BUILD RESEARCH INFRASTRUCTURE



Facilitate high impact research by embedding an efficient and effective research infrastructure across NSLHD.

Initiatives	Timeframe
Establish a clinical trials working group, to improve coordination of trials, as well as increase the number and quality of clinical trials, and clinical trial participation rates, across NSLHD.	0 – 1.5 years
Review the current model of research management, with a view to centralising and optimising the functionality of research support activities, including financial and grant management, ethics and governance, legal support, intellectual property and commercialisation.	0 – 1.5 years
Develop and maintain a web presence for NSLHD research via a variety of resources to enhance our research profile and promote our strengths.	0 – 1.5 years
Investigate and implement systems and processes to reduce ethics and governance complexity, and approval timeframes.	0 – 1.5 years
Ensure capital investments provide opportunities for use for both research and healthcare delivery.	1.5 – 3.5 years
Build expertise in health economics, health informatics, population health and epidemiology to inform research.	1.5 – 3.5 years
Develop processes and systems to improve access to (big) data, technology and metrics, to inform research.	1.5 – 3.5 years
Develop processes and systems to improve access to ‘omics’ and other novel clinical tools to inform research.	1.5 – 3.5 years

IMPACT MEASURES

- › Ethics and governance reviews are timely.
- › NSLHD research has an improved web presence.
- › Research management processes are efficient.
- › There are an increased number of clinical trials at NSLHD, and these trials recruit to target
- › Research support staff retention increases.
- › Increased proportion of research informed by data, metrics, health economics, ‘omics’ and other cross-cutting resources.



ENHANCE RESEARCH PARTNERSHIPS



Develop, maintain and increase collaborative partnerships within and beyond NSLHD to continue to deliver high quality, evidence based healthcare.

Initiatives	Timeframe
Strategically engage with research policy and funding bodies, such as the Ministry of Health, NHMRC and others to inform collaborative partnership arrangements.	0 – 1.5 years
Work in collaboration with Sydney North Health Network to continue developing primary care research that impacts on clinical care.	0 – 1.5 years
Continue to strengthen existing research partnerships with Sydney Health Partners, the Northern Sydney Academic Health Sciences Centre, as well as our industry, university and health organisation partners to drive research efficiencies and encourage innovation.	0 – 1.5 years
Enable and support internal research collaborations to ensure research is embedded into all clinical services.	1.5 – 3.5 years
Develop and implement a strategy for building productive internal and external research partnerships, including between NSLHD and the Kolling Institute, to deliver high impact research.	1.5 – 3.5 years
Grow NSLHD led research within partnerships with community, industry, universities and government to develop productive research partnerships that build on state or Federal strategic research priorities.	1.5 – 3.5 years

IMPACT MEASURES

- > The proportion of collaborative and interdisciplinary research at NSLHD is increased.
- > The proportion of research conducted by NSLHD in conjunction with external partners is increased.



INCREASE RESEARCH IMPACT

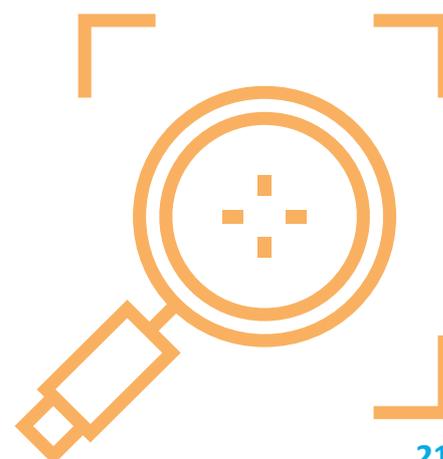


Build and strengthen our research impact, to sustain the quality of the evidence base informing our healthcare delivery.

Initiatives	Timeframe
Establish a “research register” to map existing researchers and research activities and track future growth.	0 – 1.5 years
Investigate mechanisms to ensure research conducted within NSLHD (either by NSLHD staff, or using NSLHD resources) acknowledges NSLHD in publications and communications.	0 – 1.5 years
Adopt an agreed and transparent approach for measuring research impact.	0 – 1.5 years
Ensure research that improves the health and wellbeing of our vulnerable populations is supported.	0 – 1.5 years
Develop knowledge and capacity for intellectual property management and identify potential commercialisation partners.	0 – 1.5 years
Publish an annual NSLHD research report summarising research achievements, related activities and progress in implementing this Strategy.	1.5 – 3.5 years
Develop pathways, communication and collaboration to foster translation of research into clinical outcomes.	1.5 – 3.5 years
Publicise NSLHD research results, including case studies, so that our workforce and our community are aware of the potential for those results to improve health outcomes and health service delivery.	1.5 – 3.5 years

IMPACT MEASURES

- › Translation time from research outcome to clinical care is reduced.
- › Research impact increases.
- › An intellectual property committee is in existence and provides guidance on IP matters.
- › Research that involves vulnerable populations receives sufficient support.



APPENDIX A: DEVELOPMENT AND IMPLEMENTATION

The development of the NSLHD Research Strategy was facilitated by the NSLHD Executive and shaped by active and aspiring researchers and leaders, managers and community members between November 2018 and June 2019.

The first strategic research workshop was held on 23rd November 2018, with 78 attendees. The Workshop was facilitated by Mick Reid of Michael Reid & Associates. Dr Tony Penna, Executive Director, Office for Health and Medical Research provided a state perspective on the future of research. The workshop included researchers, clinicians and executive from NSLHD, including the Kolling Institute of Medical Research, and focused on the enhancement of clinical research across all disciplines.

Invitees were invited to complete a survey prior to the workshop to provide input into the priorities for research across NSLHD, mechanisms to strengthen research, and the barriers to a successful research culture.

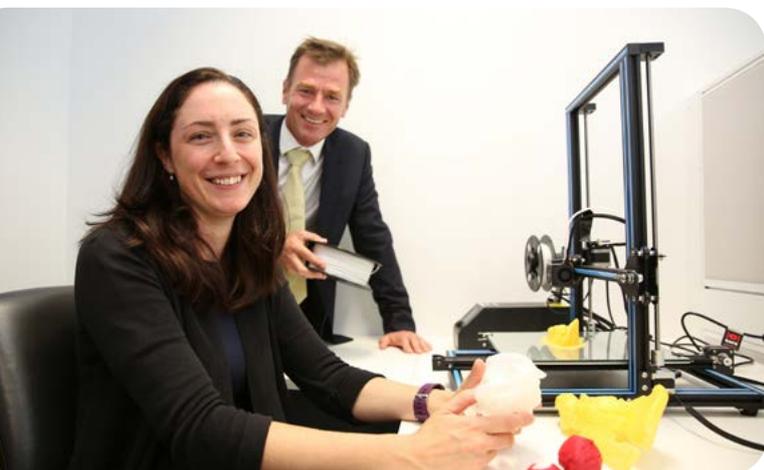
Between December 2018 and April 2019, a series of targeted workshops was held with key researchers from across NSLHD to synthesise and further develop the outcomes from the first workshop. Feedback on key focus areas was grouped into categories and used to inform the development of the six priority areas

and the initiatives within each priority area. Feedback was sought on these initiatives via smaller, focused workshops, and through an online survey of all staff across NSLHD.

The draft strategy was provided to the NSLHD Consumer Advisory Council for feedback, and this was combined with further feedback obtained via a large workshop held on 28th June, 2019 from key internal stakeholders.

The implementation of the NSLHD Research Strategy, 2019-2024, requires leadership across all levels of the District, within our partnerships and within existing programs of research. Many of the impact measures described in each priority area require quantification, so a key initial work area will be in establishing a baseline of our research, including research infrastructure and research output, with the aim of developing targets for improvement.

A Research Advisory Committee (RAC) will be established with oversight for this Research Strategy. The RAC will liaise with the Manager, Research Strategy and Partnerships, to oversee the delivery of the initiatives identified through the development of this Strategy. A report will be published annually by the RAC to report on implementation progress.



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TECHNOLOGY
ETHICS
BUILD
PRIORITIES
POSTGRADUATE
EVALUATE
ENGAGEMENT
INFRASTRUCTURE
PRECISION MEDICINE
ACHIEVEMENTS
PATIENTS
GOVERNANCE
PRECISION MEDICINE
CELEBRATE
RESEARCH
PARTNERSHIP
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