

HNE Nursing and Midwifery Research Strategic Plan 2022-2024

Prepared by Hunter New England Nursing and Midwifery Research Centre





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Glossary

HNE	Hunter New England
HNELHD	Hunter New England Local Health District
LHD	Local Health District
HNE NMRC	Hunter New England Nursing and Midwifery Research Centre
NSW	New South Wales
UoN	University of Newcastle
UNE	University of New England
MOH	Ministry of Health
NaMo	Nursing and Midwifery Office
HMRI	Hunter Medical Research Institute
CNC/CMC	Clinical Nurse Consultant/ Clinical Midwife Consultant
CNE/CME	Clinical Nurse Educator/ Clinical Midwife Educator
NE/ME	Nurse Educator/Midwife Educator
NP	Nurse Practitioner
N&M	Nursing and Midwifery or Nurses and Midwives
CEC	Clinical Excellence Commission
MAM	Monthly Accountability Meeting
PDR	Performance Development Review
PhD	Doctor of Philosophy
RHD	Research Higher Degree
RSDO	Research Support and Development Office
SNM	Senior Nurse Managers
ACI	Agency for Clinical Innovation
ACSQHC	Australian Commission on Safety and Quality in Health Care

Definitions

Translational Research

“Is feasible scientific inquiry that tests the implementation of evidence-based interventions at the organizational and/or individual level, measuring the uptake of implementation. Translational research is complex, context specific, dynamic, and unfolds in the pragmatic “real world” of clinical practice. Interdisciplinary in nature, translational research requires communication and collaboration between and among researchers and clinicians. Translational research is framed theoretically, and is process and outcomes driven. Antecedents to translational research include having scientifically strong evidence available and an organizational infrastructure that supports engaged leaders and clinicians who possess research knowledge and competency. Partnerships in translational research often arise out of collaboration between and among researchers and clinicians. Translational research is most successful when strategic priorities determine which practices are researched and implemented. Consequences of translational research include improved organizational and patient outcomes. Other consequences include new knowledge development and organizational and individual learning. The result of successful translational research is sustained practice change that benefits patient and closes the research/practice gap”.^[1]

Transdisciplinary Research

“Knowledge production activities spanning across disciplinary boundaries and meaningfully involving non-academic partners in research design, operation, analysis, publication, and the practice of attended methods. Transdisciplinary research is problem-orientated, transcends separate disciplinary sectors, transgresses disciplinary and institutional boundaries and is context specific. It facilitates diverse and mutually accountable interactions between participants and different styles of knowledge. In doing so, transdisciplinary research potentially fosters transformative scientific and technological progress through social innovations and represented marginalized interests. Transdisciplinary research practices and evaluations are therefore generative processes of harvesting, capitalizing and leveraging multiple kinds of expertise”.^[2]

A message from the Executive Director Clinical Services Nursing and Midwifery

Making a difference through our research



I am delighted to present to you the HNELHD Nursing and Midwifery Research Strategic Plan 2022-24 our strategic visions and goals that we have identified to enhance Nurses and Midwives' research capacity and capability within our District. Having a strategy for the implementation of evidence-based practice and the creation of a research agenda is critical for the professions of Nursing and Midwifery. Tapping into nurses and midwives' intellectual curiosity generates an array of researchable questions and enriches our patients' lives with answers to questions that would otherwise not be addressed.

The process of formulating this new Strategic Plan has given us the opportunities to engage with nurses and midwives across the District and to take stock of past successes in determining our vision and future goals in light of the challenges we have faced in the past two years, and put forward strategies in response to changing needs and priorities. These strategic goals attest to our commitment to achieving Excellence through building a Nursing and Midwifery workforce that is research skilled and capable to enable them to undertake research that optimises healthcare service delivery, experiences and outcomes for individuals, families, communities and our workforce.

This plan will guide the Nursing and Midwifery Research Centre's work over the next three years. It captures five key goals that align with key health priorities and will ensure our profession continues to embrace innovation through research to encourage creative ways of improving the care we deliver to our community. Through strengthening and extending our research partnerships, building a research capable workforce and enhancing research collaboration with our consumers, we will continue to cultivate a research active and supportive environment that enriches the quality and impact of the research we undertake and assists us to tackle challenges we face in healthcare delivery today.

With the last two years of the pandemic behind us and the opportunity to reflect, I want to sincerely thank all nurses and midwives. The extraordinary way that you have come together and supported our communities, each other and all our colleagues has been inspiring. The future of nursing and midwifery is bright and assured.

Thank you.

**Elizabeth Grist,
Executive Director of Clinical Services**

Introduction

Research is recognised globally as an essential component to the delivery of evidence-based healthcare, impacting positively on patients, staff and organisations. Evaluating research findings in clinical practice settings and facilitating the uptake of evidence into practice requires clinical environments willing to embrace a research culture. That is, a culture where research evidence is valued, clinicians are encouraged to participate in research related activities, opportunities are created for staff to acquire research skills, research achievements are acknowledged and there is investment in research resources. Healthcare organisations that have a strong research culture have lower patient mortality rates, higher patient and staff satisfaction, reduced staff turnover and improved organisational efficiencies. ^[3]

The HNE Nursing and Midwifery Research Centre (NMRC) was established 17 years ago, back in 2005, and we have devoted this time to developing and growing a culture of critical enquiry and research within the HNELHD Nursing and Midwifery professions. The NMRC's key focus into the future is to continue to strengthen and advance the research culture, capacity and capability within our Nursing and Midwifery workforce. The Centre's work is pivotal to supporting clinician nurses and midwives to play key roles in improving health and care outcomes through ongoing commitment to fostering and promoting practice-based research that is led by clinician nurses and midwives.

HNELHD nurses and midwives have a distinguished history of conducting high quality practice-based research that impacts positively on the quality and safety of care provided across all clinical contexts. Nursing and Midwifery led research comprises many different research lenses. These lenses offer valuable perspectives by which to investigate health-related questions and dilemmas, illuminating a whole picture of health for individuals, communities, and populations, informing practice and policy, optimizing health and advancing health equity into the future.

Development of this HNE Nursing and Midwifery Research Strategic Plan was informed by the previous 2020-21 Plan, ^[4] the HNELHD 2021-26 Strategic Plan, ^[5] the HNELHD Research 2021-2022 Plan, ^[6] the HNELHD Rural and Regional Health Services Research Plan 2020-2022,^[7] and through consultation with HNE staff and partners.

Responsibility for implementing this plan lies primarily with the Nurse Manager of the NMRC, and the Joint Clinical Chair in Nursing and Midwifery Research with sponsorship and support from the Executive Director Clinical Services, Nursing and Midwifery, HNELHD. Governance to assist in achieving this strategic plan is provided through the HNE Nursing and Midwifery Research Strategic Leadership Committee and through the HNE Health Research Translation Advisory Committee (HRTAC).

Our strategic plan identifies five key strategic priorities that will continue to inform research supported by, and capacity building initiatives provided by the HNELHD Nursing and Midwifery Research Centre. These are to:

1. Strengthen the research capability, capacity and support for Nursing and Midwifery research across the LHD
2. Improve Aboriginal and Torres Strait Islander Australians health by supporting meaningful, ethical, culturally safe and appropriate research that minimises harm and mitigates risk, and is beneficial for Aboriginal communities
3. Increase community engagement with and contribution to research
4. Increase and promote the utilisation and application of data-driven research
5. Strengthen and extend new partnerships to support research

Strategy map

Our vision

A world-class proficient, productive and sustainable Nursing and Midwifery practice-based transformative research program that improves patient, carer and staff experiences and outcomes.

Our purpose

Provide leadership and support to grow and advance transdisciplinary practice-based research led by Nurses and Midwives that responds to and delivers workable and sustainable solutions for real-world clinical problems encountered by patients, carers and health care professionals.

Our five strategic priorities

Our focus

- Promote an environment of critical enquiry related to clinical practice
- Build and strengthen systems and supports to assist clinician nurses and midwives to do research
- Provide opportunities to facilitate research skill development for clinician nurses and midwives
- Promote excellence through priority-driven research that makes a difference to patients, staff and communities
- Partner with HNELHD, UoN, UNE and HMRI to increase research translation activity and outputs in HNELHD
- Lead transdisciplinary, translational research that transforms and informs contemporary health service delivery
- Support research that seeks to enhance the cultural relevance and safety of care delivery
- Reduce low-value and unwarranted clinical variation in care
- Supports research to improve experiences of care for people, families and communities
- Supports research that seeks to improve staff experience and satisfaction

Our values

- Collaboration
- Openness
- Respect
- Empowerment

Our principles

- We are enablers, capacity-builders, facilitators and mentors
- We promote and support transdisciplinary and translational research
- We value diversity and support pluralistic approaches to understand issues and co-create solutions
- We seek to improved patient, carer and staff experiences and outcomes
- We strive for excellence and impact



1. Strengthen research capacity, capability and support for Nurses and Midwives across the LHD

- Develop and embed enabling models for research skill development
- Support practice-based research led by nurses and midwives
- Build next generation of clinician researchers



2. Improve Aboriginal & Torres Strait Islander Australians health through culturally appropriate research

- Promote and support research to “close the gap” with Aboriginal & Torres Strait Islander Australians
- Build skills and embed Aboriginal and Torres Strait Islander research approaches
- Strengthen partnerships with local Aboriginal & Torres Strait Islander groups and services



3. Increase community engagement with and contribution to research

- Empower patients, families, carers and communities to partner in research
- Co-design research with consumers to develop workable solutions
- Promote person-centred research



4. Increase and promote the utilisation and application of data-driven research

- Increase awareness and use of clinical data to inform research
- Develop education initiatives to support integration of clinical information in research
- Collaborate to share resources



5. Strengthen existing and extend external partnerships

- Continue to be collaborative with existing partners
- Identify opportunities to extend research partnerships
- Advance partnership models

Strategic priority 1: Strengthen research capacity, capability and support for Nurses and Midwives

Objectives	Actions	Outcomes	Indicators
Develop and embed enabling models for research skill development.	<ul style="list-style-type: none"> ❖ Conduct tri-annual research engagement, capacity and capability survey across HNELHD N&M workforce. ❖ Distribute research resources & opportunities via NMRC web portal. ❖ Host bi-annual Clinician CNC/CMC Research Internship. ❖ Monthly Research Consultation Clinics to support HNE N&Ms in all aspects of the research process. ❖ Annual Writing for Publication Workshops support N & M disseminate research findings. ❖ Consultations to support development of research Funding Applications that help to progress practice-based projects. ❖ Increase training on consumer engagement and co-design approaches, particularly for culturally and linguistically diverse, Aboriginal and Torres Strait Islander people and communities. ❖ Retain joint Professorial Nursing/Midwifery Research position embedded in NMRC, funded by HNELHD and UoN. 	<ul style="list-style-type: none"> ❖ Monitor N&M research activity & skills to inform NMRC strategic priorities & actions. ❖ Improve access to research supports & opportunities. ❖ Skilled, research active senior clinician N&M workforce, increased N&M practice-based, strategically aligned projects with funding potential. ❖ Timely access to research expertise, increased N&M research activity. ❖ Increased confidence capacity re publication, and research outputs HNELHD N&M. ❖ Increased number of N&M led competitive funding applications, increased NMRC research funding. ❖ Increased consumer engagement in NMRC supported projects. Culturally safe & appropriate N&M research. ❖ Enhance NMRC national & international reputation, research collaborations and research funding. 	<ul style="list-style-type: none"> ❖ Tri-annual RCB Survey. ❖ Web portal analytics. ❖ Longitudinal (2yrs) CNC/CMC Intern RCB survey. ❖ N' consultations provided by NMRC. ❖ Program evaluation N' publication. ❖ N' grants submissions, NMRC funding revenue. ❖ N' co-designed, consumer projects. ❖ N' collaborative, funded projects, increased NMRC research outputs
Support practice-based, priority driven research led by nurses and midwives.	<ul style="list-style-type: none"> ❖ Identify, support and promote HNE N&M led research. ❖ Collaborate with NSW Regional Health Partners to identify and develop opportunities to support rural & remote N&M to conduct practice-based research. ❖ Ensure research supported by NMRC aligns with HNELHD Strategic priorities and Research Plan. ❖ Promote research accountabilities for senior HNE Clinical N&Ms. ❖ Celebrate and promote research undertaken by HNE N&Ms. 	<ul style="list-style-type: none"> ❖ Raise profile of HNE clinician N&M led research. ❖ Participation of rural & remote N&Ms in practice-based research; N&M priority-driven research. ❖ NMRC supported priority driven research, supporting HNELHD to deliver on strategic priorities. ❖ Promote culture evidence-based practice. ❖ Highlight N&Ms contribution to improving health and service outcomes through research. 	<ul style="list-style-type: none"> ❖ N' HNE N&M projects. ❖ N' NMRC supported rural & remote projects. ❖ N' strategically aligned projects. ❖ Research KPIs reported in 90-day action plan. ❖ Quarterly NMRC newsletter; NMRC annual report.
Build next generation of clinician Nursing and Midwifery researchers.	<ul style="list-style-type: none"> ❖ Create professional development opportunities and mentorship for aspiring clinician N&Ms and EMCRs ❖ Host Clinician Researcher Peer Support Network for HNELHD clinician N&M undertaking PhD's and post-doctoral research. ❖ Support HNE N&M Clinical Research Fellowship and Honours Scholarship recipients. ❖ Lead professional & organisational discussions to establish and embed clinician Nursing and Midwifery researcher pathways 	<ul style="list-style-type: none"> ❖ Research skilled N&M clinician researcher workforce well positioned to support & lead translation research. ❖ Collaborative environment for clinician researchers; expand networks & research collaborations. ❖ Provide accessible pathways for aspiring N&M clinician researchers. ❖ A recognised career pathway to support integrated research and clinical practice. 	<ul style="list-style-type: none"> ❖ N' clinician & EMCRs; N' RHD supervisions ❖ Peer support network membership. ❖ N' recipients' fellowships/scholarships. ❖ Professional committee memberships.

Strategic priority 2: Improve Aboriginal & Torres Strait Islander Australians health through culturally appropriate research.

Objectives	Actions	Outcomes	Indicators
Promote and support research that seeks to “close the gap” with Aboriginal and Torres Strait Islander people.	<ul style="list-style-type: none"> ❖ Ensure all NMRC supported projects consider potential for improving health outcomes with Aboriginal & Torres Strait Islander people. ❖ Consult with HNE Aboriginal Health Unit, HNE Local Aboriginal Research Collaborative, experienced Aboriginal researchers, Aboriginal Elders & communities to identify research priority areas important to Aboriginal & Torres Strait people & communities. ❖ Engage with Aboriginal & Torres Strait Islander people & communities to co-design research projects outlining intent, process, methodology, evaluation and potential value to gain informed consent. ❖ Ensure all projects involving Aboriginal & Torres Strait Islander people have an approved Aboriginal Impact Statement, Aboriginal Health and Medical Research approval and identify how to improve outcomes with Aboriginal and Torres Strait Islander peoples. 	<ul style="list-style-type: none"> ❖ Increased NMRC supported projects co-designed with Aboriginal & Torres Strait Islander people. ❖ NMRC projects that meet the needs & priorities of local Aboriginal & Torres Strait Islander people, communities & services. ❖ Community driven, co-designed & collaborative research undertaken with Aboriginal & Torres Strait Islander people and underpinned by Aboriginal ways of knowing and knowledge. ❖ Culturally safe and appropriate NMRC supported research; Research founded on the principles of reciprocity and that safeguards data sovereignty; ethically sound and appropriate research. 	<ul style="list-style-type: none"> ❖ N’ NMRC projects including Aboriginal & Torres Strait islander people, community and service’s co-design. ❖ N’NMRC project collaborations with Aboriginal & Torres Strait Islander people & communities. ❖ N’ Aboriginal impact statements & AH&MRC approvals.
Build skills in and embed Aboriginal and Torres Strait Island research approaches.	<ul style="list-style-type: none"> ❖ Collaborate with HNE Aboriginal Health Unit, experienced Aboriginal researchers, community elders, key stakeholders to support the inclusion of Aboriginal & Torres Strait Islander “ways of knowing”, cultural governance & Indigenous research methodologies in research capacity building initiatives, whilst recognising data sovereignty. ❖ Collaborate with experienced Aboriginal researchers, community elders & stakeholders, to support N&M prepare ethics applications for studies involving Aboriginal & Torres Strait Islander people. ❖ Co-design approaches to increase Aboriginal & Torres Strait Islander nurses, midwives, health workers & other practitioners to participate in and lead research projects. ❖ Embed a HNE Aboriginal & Torres Strait Islander Clinician N & M & AHWs Research Yarning Circle. 	<ul style="list-style-type: none"> ❖ Enhanced cultural appropriateness, safety and governance of NMRC research activities, increased knowledge and application of Aboriginal & Torres Strait Islander research approaches. ❖ Increased capacity in developing ethics applications and Aboriginal impact statements for studies involving Aboriginal & Torres Strait Islander people. ❖ Enhanced Aboriginal & Torres Strait Islander N&M health researcher career development and research leadership pathways. ❖ Collective commitment to share knowledge, advance research, build capacity & identify opportunities; Establish networks & partnerships between Aboriginal & non-Aboriginal nurses & midwives. 	<ul style="list-style-type: none"> ❖ Metrics to assess N&M clinician researcher’s awareness of culturally safe & appropriate research practices into tri annual RCB survey. ❖ Co-designed resources on NMRC web-portal. ❖ N’ NMRC projects involving Aboriginal or Torres Strait Islander clinician AI/Cis. ❖ Quarterly Yarning Circles, Co-developed priority research activities/plans.
Strengthen partnerships with local Aboriginal groups and services	<ul style="list-style-type: none"> ❖ Collaborate with HNE Aboriginal Health Unit to develop clear pathways & governance processes to support NMRC research activities with Aboriginal & Torres Strait Islander people. 	<ul style="list-style-type: none"> ❖ Transparent & embedded pathways for working alongside local Aboriginal & Torres Strait Islander people & communities. 	<ul style="list-style-type: none"> ❖ Engagement pathways, governance processes established, documented.
	<ul style="list-style-type: none"> ❖ Nurture relationships with HNE ACCHS, AMS & experienced Aboriginal researchers UNE (Ooralala) & UoN (Thurru) . 	<ul style="list-style-type: none"> ❖ Trusting & respectful relationships & networks; collaborative projects. 	<ul style="list-style-type: none"> ❖ N’ Collaborative projects

Strategic priority 3: Increase community engagement with and contribution to research.

Priorities	Actions	Outcomes	Indicators
Empower patients, families, carers and communities to partner in research.	<ul style="list-style-type: none"> ❖ Embed training & education for consumer engagement, including Aboriginal & Torres Strait Islander people into NMRC research capacity initiatives. ❖ Develop consumer & community involvement resources accessible via NMRC Web portal to support clinician researchers. ❖ Promote HNEL N&M led practice-based research via HNE Communications unit & HMRI website to highlight opportunities for community participation. ❖ Utilise Consumer Advisory Group embedded in HMRI Healthcare Transformation Research Program to advise on consumer engagement. ❖ Ensure equitable access for involvement in NMRC supported research activity for priority populations. ❖ Engage HMRI Health Transformation Aboriginal & Torres Strait Islander Consumer Advisory Group to provide advice regarding cultural relevance & safety for all NMRC projects. 	<ul style="list-style-type: none"> ❖ Increased confidence and competence to undertake consumer driven research. ❖ Increased community awareness and engagement. ❖ Problem-focused community driven research. ❖ Increased research directed toward underserved and priority populations e.g., rural and remote ❖ Enhanced cultural appropriateness, safety & governance of HMRI-HCT research program activity related to methods of engagement, ensuring data sovereignty & principles of reciprocity. 	<ul style="list-style-type: none"> ❖ Co-designed resources & education materials on NMRC web-portal. ❖ N' NMRC projects with consumer advisory groups as partners. ❖ N' NMRC projects that include Aboriginal & Torres Strait Islander co-design.
Co-design research with consumers to ensure appropriate and workable solutions.	<ul style="list-style-type: none"> ❖ Ensure all NMRC supported projects consider the potential for & promote genuine consumer involvement in the research process including priority setting, co-design and implementation. ❖ Work collaboratively with partners inclusive of HNELHD RSDO, HMRI, HNELHD Aboriginal Health Unit and the Multicultural & Refugee Health Service to establish clear pathways and governance processes for connecting with consumers and community members. ❖ Ensure comprehensive representation of all consumer groups including communities, families, patients and carers. 	<ul style="list-style-type: none"> ❖ Stronger community voice in N&M led research and empowered patients, carers and families. ❖ Clear and transparent pathways to guide researcher's engagement of consumers. ❖ Inclusive research responding to diverse populations, experiences and understanding. 	<ul style="list-style-type: none"> ❖ N' NMRC project collaborating with consumers as partners.
Promote person-centred research.	<ul style="list-style-type: none"> ❖ Promote and support research that actively involves consumers (carers and families) as partners in decision-making processes and respects diverse experiences, and individual preferences. ❖ Promote and embed the use of patient-reported outcome and patient reported-experience measures in NMRC supported projects. ❖ Promote & adhere to NHMRC & AH-NHMRC statement on consumer and community involvement in health and medical research. 	<ul style="list-style-type: none"> ❖ Stronger focus on person-centred approaches to research design. ❖ Increased reporting on PREMs and PROMs. ❖ Ethical conduct of research 	<ul style="list-style-type: none"> ❖ N' NMRC project collaboration with consumers as partners. ❖ N' NMRC projects utilising PREMs and PROMS as outcome measures.

Strategic priority 4: Increase and promote the utilisation and application of data-driven research.

Priorities	Actions	Outcomes	Indicators
Increase awareness and use of available clinical data to inform research.	<ul style="list-style-type: none"> ❖ Promote the use of routinely collected administrative, clinical or other health data (service/clinical registries and databases) within NMRC supported projects. ❖ Utilise existing clinical data obtained at the point of care to identify, support and substantiate clinical problems or evidence practice gaps leading to low value care and suboptimal consumer experience and outcomes. ❖ Promote and foster collaborations and partnerships with data custodians across the LHD eg. HNELHD Research Data Lead, Performance Unit and other partners eg. ACI, ACSQHC to support practice-based research. ❖ Promote and support good governance of health data use in research, especially in relation to data sovereignty for Aboriginal & Torres Strait Islander people. ❖ Promote and support organisational decision making based on data arising from research that enables the LHD to achieve its mission. 	<ul style="list-style-type: none"> ❖ Increased access to and use of clinical health data by nurses and midwives. ❖ Increased utilisation of existing clinical data to support research. ❖ Increased use of local and national health data to inform practice-based research. ❖ Ethical use of health-related data. 	<ul style="list-style-type: none"> ❖ N' NMRC projects utilising existing clinical data in outcome measures
Develop education initiatives to support integration of clinical information in research.	<ul style="list-style-type: none"> ❖ Embed training opportunities related to data security and management in NMRC research capacity building initiatives. ❖ Engage local statisticians to help build capacity amongst clinician researchers regarding how to effectively utilise clinical data in research. ❖ Support clinician researchers to be confident and competent in undertaking data-driven research to inform health service decision-making. ❖ Where appropriate, support the use of patient reported outcome measures (PROMs) and patient reported experience measures (PREMs) in NMRC supported projects. 	<ul style="list-style-type: none"> ❖ Increased awareness of appropriate use of data amongst clinician N&M researchers. ❖ Improved capacity in data analysis approaches and techniques. ❖ Enhanced culture of data-driven research within the disciplines of Nursing and Midwifery. ❖ Enable feedback processes related to clinical service evaluation and areas for improvement 	<ul style="list-style-type: none"> ❖ Resources and education materials embedded in all research capacity building initiatives and available via NMRC web-portal.
Collaborate with partners to share resources.	<ul style="list-style-type: none"> ❖ Collaborate with industry and academic partners from UoN Business School to grow NMRC capacity around the use of machine learning, automation and artificial intelligence in a bid to drive innovation in healthcare service delivery. ❖ Identify and support opportunities to collaborate with industry partners to improve patient and health outcomes through the application of innovative technologies and products. ❖ Establish a working group with HNELHD Nursing and Midwifery Service and Clinical Governance to increase information sharing and collaboration related to quality improvement initiatives, and opportunities for research. 	<ul style="list-style-type: none"> ❖ Improved visibility and access to available supports and resources to drive innovation. ❖ Support innovative solutions to clinical problems. ❖ Adopt data-driven approach to research enquiry and intervention development. ❖ Research informed quality improvement activity. 	<ul style="list-style-type: none"> ❖ N' NMRC projects with data-driven outcome measures ❖ Partnership working group established.

Strategic priority 5: Strengthen existing and extend external partnerships.

Priorities	Actions	Outcomes	Indicators
Continue to collaborate with existing partners.	<ul style="list-style-type: none"> ❖ Continue to contribute to research grant reviews and research selection panels. ❖ Actively participate in research workshops facilitated by external partners. ❖ Actively collaborate with external partners to develop research skills resources. ❖ Engage internal & external partners in NMRC research capacity building initiatives. ❖ Collaborate with Universities to provide supervision of RHD students. ❖ Support HNE N & Ms to seek conjoint appointments with University partners. ❖ Co-convene bi-annual Australian Nursing and Midwifery Conference with partner Universities, LHD's, Community, Industry and National and International partners. 	<ul style="list-style-type: none"> ❖ Strong collaborations with all relevant external partners. ❖ Expansion of external partnerships and networks 	<ul style="list-style-type: none"> ❖ N' NMRC projects with external collaborations ❖ N' NMRC staff providing RHD supervision, and with con-joint status.
Identify opportunities to extend research partnerships.	<ul style="list-style-type: none"> ❖ Invite collaboration from Academic Researchers across UoN and UNE Schools and Faculties on projects supported by the NMRC. ❖ Identify opportunities for Clinician Researchers to collaborate with Academic Researchers and pursue RHD training. ❖ Identify and support opportunities to collaborate with other LHD's locally, across NSW and where appropriate, Internationally on NMRC supported projects. ❖ Extend partnerships across HMRI to help facilitate the Healthcare Transformation Research Program and identify opportunities to support clinician nurse and midwife researchers in the conduct of projects supported via the program. 	<ul style="list-style-type: none"> ❖ Increased access to research resources and expertise. ❖ Increased visibility of Nursing and Midwifery research initiatives and outcomes ❖ Increased profile of HNE NMRC. ❖ Demonstrate the contribution of N&M professions in advancing translational research. 	<ul style="list-style-type: none"> ❖ N' NMRC projects with academic collaboration from UoN and HMRI. ❖ N' NMRC projects with external health services.
Advance partnership models.	<ul style="list-style-type: none"> ❖ Collaborate with HMRI Healthcare Transformation Research Program members to develop and implement a community of practice to support practice-based patient-centred research. ❖ Continue to collaborate with internal and external partners to identify models for integrating and advancing transdisciplinary translational research that facilitates research capacity development opportunities and career structures for clinician nurse and midwife researchers. ❖ Collaborate with HMRI, and University partners to develop and implement transdisciplinary, translational post graduate research training opportunities. 	<ul style="list-style-type: none"> ❖ Community of practice platform developed and implemented. ❖ Access to transdisciplinary research training for aspiring nurse and midwife researchers. 	<ul style="list-style-type: none"> ❖ Community of practice platform established through Healthcare Transformation Program.

Alignment with NSW Health and HNELHD strategic priorities

NSW Health strategic priorities	Keep people healthy	Provide world class clinical care: patient safety first	Integrate systems to delivery truly integrated care	Develop and support our people and culture	Support and harness health and medical research and innovation	Enable ehealth, health information and data analytics
HNELHD strategic priorities	Community The people we service	Service The service we provide	Patient safety, quality and experience	Resources	Investing in the future	Our staff and workplace culture
NMRC strategic priorities						
Strategic priority 1: Strengthen research capability, capacity and support for nurses and midwives across HNELHD						
<ul style="list-style-type: none"> Develop and embed enabling models for research skill development Support practice-based research led by nurses and midwives Build next generation researchers 		●	●		● ● ●	● ● ●
Strategic priority 2: Improve Aboriginal & Torres Strait Islander health through culturally appropriate research						
<ul style="list-style-type: none"> Support research to “close the gap” for Aboriginal & Torres Strait Islanders Build skills in Aboriginal & Torres Strait Islander research approaches Strengthen partnerships with local Aboriginal groups and services 	● ● ●	●	● ● ●	● ● ●	● ● ●	●
Strategic priority 3. Increase community engagement with and contribution to research						
<ul style="list-style-type: none"> Empower patients, carers and communities to partner in research Co-design research with consumers to ensure workable solutions Promote person-centred research 	● ● ●	● ●	● ● ●	● ●	●	
Strategic priority 4. Increase and promote the utilisation and application of data-driven research						
<ul style="list-style-type: none"> Increase awareness and use of clinical data to inform research Develop education initiatives to support integration of clinical information in research Collaborate with partners to share resources 		●	● ● ●	● ● ●	● ● ●	● ● ●
Strategic priority 5. Strengthen existing and extend external partnerships						
<ul style="list-style-type: none"> Continue to collaborate with existing partners Identify opportunities to extend research partnerships Advance partnership models 			●		● ● ●	

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