

Hunter New England Local Health District

Research and Research Translation Plan

2018-2021



Health

Hunter New England
Local Health District

Contents

Contents.....	2
Glossary.....	3
A message from the Chief Executive	4
Background	5
The Plan.....	6
Vision	6
Implementation of the Plan.....	6
Principles for the selection of Plan Actions.....	6
Goals and Actions	8

Glossary

NHMRC	National Health and Medical Research Council
CIRH	Centre for Innovation in Regional Health
OHMR	Office of Health and Medical Research, NSW Ministry of Health
AHRA	Australian Health Research Alliance
HMRI	Hunter Medical Research Institute
AHRTC	Advanced Health Research Translation Centre
HTA	Health Technology Assessment
MRFF	Medical Research Futures Fund
HNELHD	Hunter New England Local Health District
UON	University of Newcastle


A message from the Chief Executive

Hunter New England Local Health District (HNELHD) is committed to supporting high quality health and medical research and the translation of research evidence into everyday clinical practice. We recognise that sustained support for both areas of endeavour is vital for us to continue to improve the quality of the care we provide, and to improve the health and wellbeing of the people we care for.

This Plan, the second for the Health District, specifies a range of priority actions that will enable us to build on our existing research and research translation strengths. Our region has a vibrant health and medical research environment, with a highly skilled and effective workforce, well developed infrastructure, and a strong track record in conducting high quality and relevant research. Our region similarly has a strong history and capability in evidence-based innovation and improvement in the delivery of health care. It is important that HNELHD continues to leverage these strengths by investing in priority initiatives to enhance and broaden the conduct of high quality and relevant health and medical research, and to accelerate the implementation of proven innovations into routine health care across the Health District.

HNELHD recognises the importance of collaboration to the achievement of its research and research translation objectives. We are committed to developing further our existing productive partnerships, including those with our health system colleagues, with the academic sector, and across government and non-government organisations. Such collaboration will require greater leadership by the Health District to ensure that research and research translation initiatives are relevant to the needs and priorities of the organisation, its patients and community. Co-production of research between the Health District and its partners represents a key strategy for achieving this objective, particularly for identifying and implementing strategies that seek to improve the health of Aboriginal people and other vulnerable groups.

I would like to thank all those who contributed to the development of this plan, and I look forward to working with the staff of HNELHD to ensure its success.



Mr Michael Di Rienzo
Chief Executive, Hunter New England Local Health District

Background

This Plan builds on the 2015-2016 HNELHD Research Plan, and provides a contemporary framework for HNELHD to enhance the generation of research evidence and the implementation of such evidence to improve care delivery and patient outcomes.

Governments and health services nationally and internationally are seeking to enhance health research capability and embed clinically relevant research as a component of health care delivery. This policy direction is based on evidence that research conducted by and in clinical services improves both the quality of care and patient outcomes. These benefits occur via a variety of mechanisms such as the development of new treatments, procedures, devices and models of care, and the fostering of a culture of clinical practice improvement that includes critical appraisal of existing care delivery methods and a greater adoption of evidence-based treatments, procedures and models of care.

In addition to the benefits arising from the conduct of research by health services, Governments and health services are similarly looking to more directly and systematically accelerate the translation of research evidence into routine clinical practice and to do so at greater scale across health systems. Such an interest is driven by only a small proportion of research-based advances in care delivery ever being translated into a care delivery benefit for patients, and if translated, only after a significant period of time.

Enhancement of both the conduct of health and medical research by health services and the translation of evidence into clinical practice is considered to be of particular importance for improving the health of Aboriginal people, given the significant health disparities between Aboriginal and non-Aboriginal people. Maximising the contribution of research and research evidence to improving Aboriginal health requires the needs and interests of Aboriginal people to be included in the planning and conduct of research and research translation initiatives, and the building of capability in the conduct of culturally appropriate Aboriginal health research.

Nationally, the National Health and Medical Research Council (NHMRC) has recognised the benefits of embedding clinical research in health services and enhancing research translation through the establishment of Advanced Health Research and Translation Centre's (AHRTC) and more recently Centers for Innovation in Regional Health (CIRH). HNELHD is a partner in one such Centre, *NSW Regional Health Partners*. This new national policy direction, supported by the Medical Research Futures Fund (MRFF), is designed to enhance the conduct of research that is of relevance to health services and to support health services to integrate clinical research, training, education, and research evidence translation activities into organisational policies and processes.

The Plan complements a range of NSW Health initiatives and builds on NSW Health's commitment to support research, evaluation and translation with the aim of keeping people healthy. The New South Wales Office for Health and Medical Research (OHMR) is seeking to promote the integration of research and care delivery in health services and enhancing research translation through establishment of Research Hubs that bring together local health districts, medical research institutes and universities and related community organisations. A particular focus of this and related NSW Health strategies is to enhance the conduct of translational health research, research that is explicitly focused on improvements in health care delivery, outcomes and efficiency.

The Plan

Vision

The health and wellbeing of HNELHD patients and community is enhanced through the conduct of health and medical research and the translation of research evidence into high quality and effective health service delivery.

Aims

The Plan has two aims:

1. To strengthen HNELHD systems and processes that enable the conduct of health and medical research undertaken, commissioned, supported and/or to be utilised by the Health District.
2. To strengthen HNELHD systems and processes that enable the translation of research evidence into routine clinical practice across the Health District through priority driven innovation and quality improvement initiatives.

Implementation of the Plan

The Plan is founded on the principle that responsibility for the facilitation of health and medical research, and of the translation of research evidence into clinical practice lies with all members of the Executive, Clinical Directors, General Managers and Service and Corporate Managers and HNE staff generally. Accordingly responsibility for implementing key actions within the Plan is allocated to such positions.

The Plan is also founded on the principle that participation in health and medical research and in the translation of research evidence into clinical practice may vary across HNELHD staff. A small proportion of staff (eg. 15%) may be expected to be leading research initiatives (eg. holding competitive external grants). A greater proportion (eg. 50%) of staff may be expected to participate in/contribute to the conduct of research initiatives in their respective units/Departments. In contrast, all staff can be expected to be engaged in the translation of research evidence into routine clinical practice through participation in innovation and quality improvement initiatives.

The primary responsibility for the implementation of the Plan itself lies with the Director Clinical Research and Translation for HNELHD and Executive Director, Partnerships, Innovation and Research.

Principles for the selection of Plan Actions

Development of the Plan was based on review of the previous HNELHD Research Plan, review of the literature and extensive consultation with HNELHD staff, partners and stakeholders between June and December 2017. Based on information obtained from such processes, actions were included in the Plan based on the principles shown in Box 1.

Box 1. Principles underpinning selection of actions

- Focus on improving the quality of care and health outcomes for HNE patients and the HNE community generally.
- A health service focus, addressing HNE/NSW health system priorities/challenges.
- Alignment to Commonwealth, State, LHD accountabilities
- Alignment to Triple Aim: improvement in the health of the population; enhancing the patient care experience; at reduced per capita cost.
- Achievement of intended benefits is dependent on mutually beneficial partnerships with research, education and service delivery partners.

Goals and Actions

The plan includes 9 goals, six regarding the conduct of health and medical research, and 3 regarding the translation of research evidence into clinical practice.

Goals	Actions	Lead Responsibility	Outcome	Date
Health and Medical Research				
Goal 1 Enhance HNE research capability	1.1 Develop and implement a targeted approach to enhancing research capability in agreed priority areas	HNELHD Research Office ELT	Identification of potential priority areas Agreed priority Areas Implement targeted strategies	August – 2018 November 2018 2019-2020
	1.2 Review and align Discipline/Department research plans eg. Nursing and Midwifery Research, Allied Health, Mental Health, Children and Family, Networks and Streams	HNELHD Research Office Networks and Streams Allied Health Mental Health N&M CYPFS	Review of and recommendations for alignment of plans to the HNELHD Plan Modify Discipline/Department research plans	March 2019 December 2019
	1.3 Incorporate research practice and/or its development as accountabilities and selection criteria in Position Descriptions for key clinical and management leadership positions.	HNELHD Workforce HNELHD Research Office	Identified opportunities for inclusion in key position descriptions Implement agreed changes	December 2018 December 2019
	1.4 Identify successful models of researcher employment in/partnerships with clinical units/Departments	HNELHD Research Office HNELHD Workforce UoN	Review existing models of researcher/practitioner employment Promote agreed models	December 2019 2020-2021

Goals	Actions	Lead Responsibility	Outcome	Date
	1.5 Develop and implement opportunities for the development of research skills through professional development and educational opportunities with partner organisations (eg. HETI, UoN)	HNELHD Research Office HETI UoN	Participate in the development of translational research training opportunities	December 2018
	1.6 Identify opportunities to incorporate research skill development in medical, nurse/midwife and allied health education initiatives	HNELHD Workforce HNELHD Research Office	Identified opportunities for inclusion in key training/professional development opportunities Modify training opportunities	December 2018 2019-2021
	1.7 Promote PhD scholarship, Fellowship, Traineeship and research capability development opportunities	HNE Research Office UoN	Number of HNELHD applications	Ongoing
	1.8 Recruitment and mentoring of HNE Clinical Fellows with a focus on Discipline/Department funded fellows.	HNE Research Office	Conduct HNE Clinical Fellow recruitment (subject to funding availability) Mentor Research Fellows	2018-2020 Ongoing
	1.9 Implementation of RICH workshop and grant program targeted to agreed clinical and system priorities	HNE Research Office HNE ELT	Development of an agreed program of RICH workshops Implementation of agreed program	December 2018 July 2019-2020
	1.10 Identify strategies to enhance capability in the conduct of culturally appropriate Aboriginal health services research	Aboriginal Health Service HNE Research Office	Identify strategies Develop and implement identified strategies	December 2018 2019-2020
	1.11 Establish and incorporate research focused KPIs into HNE operational accountability structures and processes	Health Analytics and Business Support HNE Research Office	Develop draft KPIs Incorporate in 2019-2021 Operational Plans	2018 2019

Goals	Actions	Lead Responsibility	Outcome	Date
Goal 2 Enhance the conduct of clinical trials	2.1 Participate in the development of the CIRH/NSW Hub clinical trials support/infrastructure enhancement strategies	CIRH Clinical Trials Working Party HNELHD Research Office	Participation on working party development of strategies	2018-2021
	2.2 Implement and monitor CIRH/NSW Hub clinical trials enhancement strategies	CIRH Clinical Trials Working Party HNELHD Research Office	Implementation of agreed strategies	2019 - 2021
Goal 3 Enhance research support and capacity	3.1 Review and identify strategies for enhancing research accountability in relevant positions (eg CNC, Staff Specialists etc) via PDs, PDRs, 90 day plans/MAMs)	HNELHD Workforce HNELHD Research Office	Identified strategies Implement agreed strategies	March 2019 June 2019-2021
	3.2 Promote and facilitate translational and partnership research grant/funding opportunities	HNELHD Research Office UoN/ HMRI	Number of translational and partnership research grant applications	Ongoing
	3.3 Promote and facilitate recruitment of PhDs and research fellows undertaking HNE relevant research	HNELHD Research Office UoN/HMRI	Number of HNE health PhDs and fellows	Ongoing
	3.4 Identify research governance and research enhancement models for clinical units/Departments/Facilities/Sectors (eg. committees, networks, partnerships, recruitment etc)	HNELHD Research Office Operational Directorates	Identified models of research management in clinical units Implementation of agreed models	June 2019 2020
	3.5 Facilitate HNE access to research support services (statistics, research design/methods, health informatics, health economics)	HNE Research Office HMRI	Agreed access for HNE staff to support services	2019
	3.6 Strengthen the support provided by and use of HNE and UoN Libraries in the conduct of research	HNE and UoN Libraries HNE Research Office	Promotion of Library support services	Ongoing

Goals	Actions	Lead Responsibility	Outcome	Date
Goal 4 Enhance Aboriginal Health Research and the cultural safety and appropriateness of all HNE research	4.1 Participate in the development and implementation of the AHRA/CIRH Indigenous health research initiative	CIRH Aboriginal Health Service	Completion of AHRA Framework Implementation of agreed Framework actions	November 2018 2019-2020
	4.2 Develop and implement strategies for ensuring all HNE research includes and is safe and appropriate for Aboriginal peoples	Aboriginal Health Service HNELHD Research Office	Develop Strategies Implement agreed strategies	2018-2019 2020-2021
Goal 5 Enhance community engagement in research	5.1 Participate in the development and implementation of the AHRA/CIRH community participation initiative	CIRH Working Group HNELHD Research Office	Completion of AHRA Framework Implementation of agreed Framework actions	November 2018 2019-2020
	5.2 Identify and Implement strategies to facilitate inclusion of rural and remote participants in research, where appropriate	HNELHD Research Office Rural and Regional Health Services	Development of strategies Implementation of agreed strategies	December 2018 2019-2021
	5.3 Participate in NSW RHP CIRH local research priority initiatives	CIRH Working Groups HNELHD Research Office	Participation in research initiatives	2018-2021
	5.4 Promotion of HNE research through communications unit	HNELHD Communications HNELHD Research Office	Develop communication strategy Implement strategies	August 2018 October 2018
Goal 6 Enhance partnerships with key external research partners	6.1 Formalise strategic and operational research management arrangements between HNE and external research partners	HNELHD Research Office UoN/HMRI	Development and implementation of working group actions Formal agreement to be executed	2018-2019 November 2018
	6.2 Facilitate HNE involvement in the development of clinical and system innovation and discovery initiatives	HNELHD Research Office	Promotion of initiative on as needs basis	2018-2020

Goals	Actions	Lead Responsibility	Outcome	Date
Translation of Research Evidence into Clinical Practice				
Goal 7 Enhance HNE quality improvement/innovation capability	7.1 Develop and implement an improvement framework that aligns quality improvement, innovation and related programs, initiatives and structures	Clinical Governance Innovation Support HNELHD Research Office	Framework developed Implementation of framework	2018 2018-2019
	7.2 Incorporate quality improvement/innovation accountabilities and selection criteria in Position Descriptions for key clinical and management leadership position	HNE Workforce Clinical Governance HNELHD Research Office	Identified opportunities for inclusion in key position descriptions Implement agreed changes	March 2019 June 2019-2020
	7.3 Identify successful models of researcher participation in quality improvement/innovation initiatives and teams, programs, Networks and Streams	Clinical Governance HNELHD Research Office Innovation Support Networks and Streams	Identify opportunities/models of engagement Implement models	December 2018 2019-2021
	7.4 Develop and implement opportunities for the development of implementation science capability through AHRA/CIRH priority initiative and professional development and educational opportunities	CIRH HNELHD Research Office	Completion of AHRA Framework Implementation of agreed Framework actions	November 2018 2019-2021
	7.5 Implement mechanisms for monitoring and reviewing the impact, outcome and scaling-up (if successful) of innovation and improvement initiatives, new interventional procedures and technologies in HNE	Clinical Governance HNELHD Research Office	Identify monitoring mechanisms and measures Identify monitoring mechanisms and measures	December 2018 2019-2021

Goals	Actions	Lead Responsibility	Outcome	Date
Goal 8 Introduce use of health technology assessment and implementation processes in the selection and implementation of new procedures, technologies and models of care etc	8.1 Contribute to the development of AHRA/CIRH health technology assessment and implementation initiative	CIRH HNELHD Research Office HMRI	Completion of AHRA Framework Implementation of agreed Framework actions	November 2018 2019-2021
	8.2 Review existing HNE mechanisms of assessing and implementing innovations, improvements, new interventional procedures and technologies	Clinical Governance HNELHD Research Office	Complete review Implement agreed review recommendations	June 2019 2019-2021
Goal 9 Enhance the use and application of clinical information in clinical and organisational decision-making.	9.1 Participate in the development and implementation of AHRA/NSWRHP CIRH, NSW Health and HNELHD clinical data/data linkage/registry initiatives	CIRH HNELHD Research Office	Completion of AHRA Framework Implementation of agreed Framework actions	November 2018 2019-2021
	9.2 Develop and implement an informatics strategy for enhancing access to, analysis and application of clinical data to clinical and organisational decision-making	Health Analytics and Business Support HNE IT HNELHD Research Office HMRI	Development of HNE Informatics/Data management strategy Implement strategy	June 2019 2019-2020