



Metro South Health Research Strategy 2019-2024

We care about you



**Queensland
Government**

Metro South Hospital and Health Service Research Strategy 2019-2024

For further information please contact:

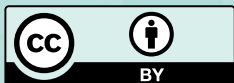
Metro South Executive Services

PO Box 4043 Garden City Office Park, Building 5

2404 Logan Rd, Eight Mile Plains Q 4113

MD05-MetroSouthHSD@health.qld.gov.au

www.health.qld.gov.au/metrosouth



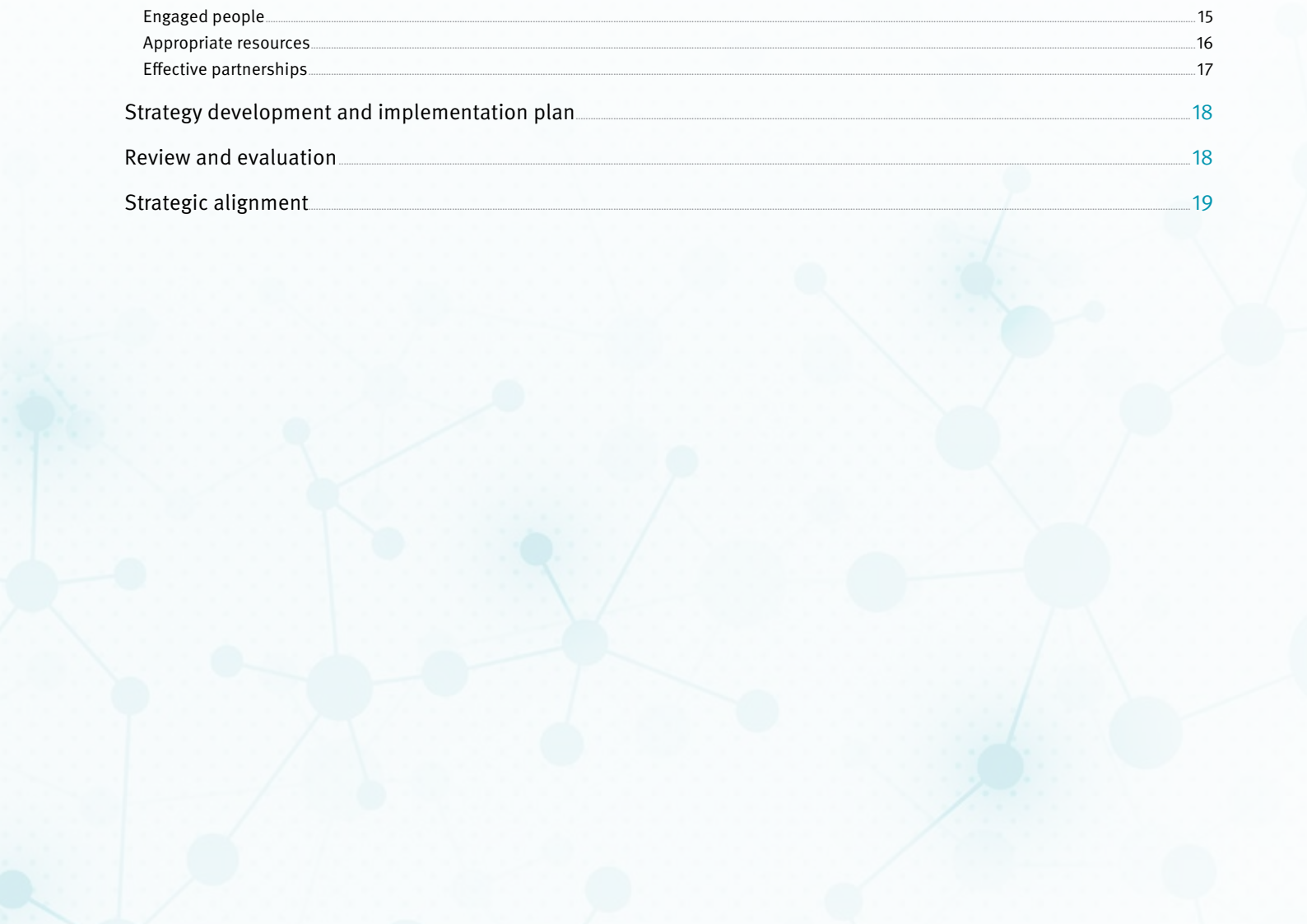
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Message from the Board Chair and CE

Metro South Health acknowledges the importance of healthcare research in achieving our vision of leading the health sector through high quality, connected, person-centred care.

We know that a strong research program contributes directly to better healthcare outcomes—not only for our consumers and our local community, but also for the broader population.

Metro South Health staff see the benefits of research every day with access to the latest evidence-based clinical and technological innovations.

We are privileged to have such talented researchers and strong partners in industry which has allowed our research efforts to thrive.

Health research initiatives are conducted across all Metro South Health hospitals and community services. Our partnerships with the Translational Research Institute (TRI) and Brisbane Diamantina Health Partners (BDHP), among many others, are instrumental in developing our research agenda into a global example of outstanding medical innovation.

Over the years, our research efforts have produced numerous achievements in which we have translated research advances into real benefits for our community.

This includes the development of the world's first cancer vaccine at the Princess Alexandra Hospital (PAH) research laboratories; identification of genetic causes of common forms of arthritis; advances in understanding of lymphoma, innovation in joint replacements; and leading clinical trials in spinal cord injury, lung cancer and skin cancer.

Our PAH campus is home to the Translational Research Institute (TRI), a world-class medical research facility housing more than 700 researchers from four of the country's pinnacle institutions: PAH, The University of Queensland, the Queensland University of Technology and the Mater Medical Research Institute. The TRI allows, for the first time in Australia, biopharmaceutical and treatments to be discovered, produced, clinically tested and manufactured in one location.

The implementation of the Digital Hospital platform across all MSH facilities in 2018 positions MSH to optimise and streamline research processes—in particular clinical trials—and support our researchers.

This *Research Strategy* has been developed to acknowledge the significant impact that research and researchers contribute to the delivery of high quality healthcare services to our community, and to focus Metro South Health's research efforts in coming years.

It builds on our success and sets the direction, goals and priorities to guide MSH research activities to contribute to our vision.

Shaun Drummond,
Chief Executive

Janine Walker AM,
Board Chair



About Metro South Health

Metro South Health is the major provider of public health services, health education and research in the Brisbane south side, Logan, Redlands and Scenic Rim regions.

We serve an estimated population of one million people, 23 per cent of Queensland's population. We employ more than 14,000 staff and have an annual operating budget of \$2.3 billion.

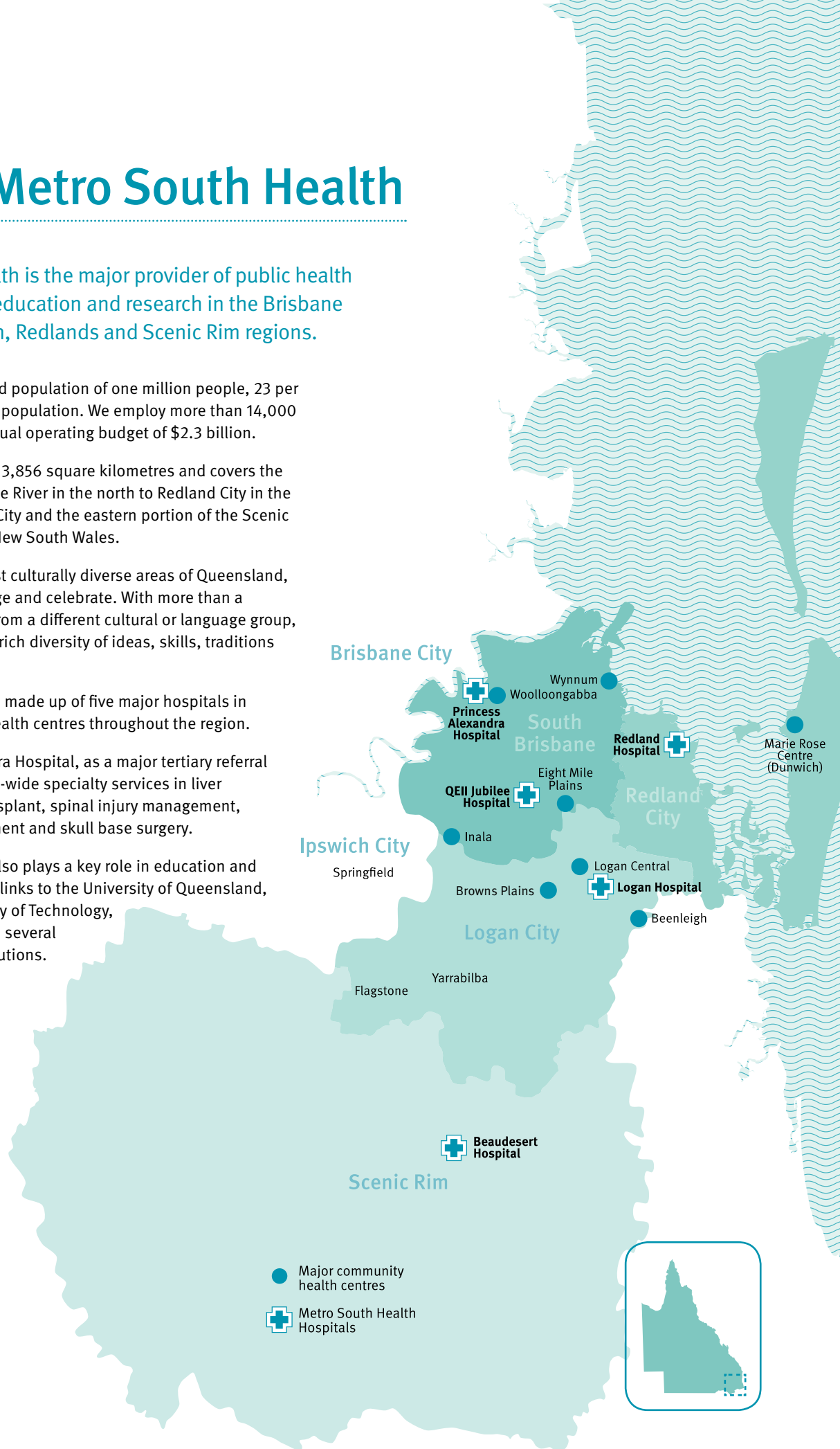
Our catchment spans 3,856 square kilometres and covers the area from the Brisbane River in the north to Redland City in the east, south to Logan City and the eastern portion of the Scenic Rim to the border of New South Wales.

This is one of the most culturally diverse areas of Queensland, which we acknowledge and celebrate. With more than a quarter of residents from a different cultural or language group, our community has a rich diversity of ideas, skills, traditions and customs.

Metro South Health is made up of five major hospitals in addition to several health centres throughout the region.

The Princess Alexandra Hospital, as a major tertiary referral centre, provides state-wide specialty services in liver transplant, renal transplant, spinal injury management, brain injury management and skull base surgery.

Metro South Health also plays a key role in education and research, with strong links to the University of Queensland, Queensland University of Technology, Griffith University and several other academic institutions.



Metro South Health

We care about you

Our hospitals

- Beaudesert Hospital
 - Logan Hospital
- Princess Alexandra Hospital
 - QEII Jubilee Hospital
 - Redland Hospital

Our speciality services

- Addiction and Mental Health
- Acute Medical
- Acute Surgical
- Aged Care
- Cancer Services
- Cardiology
- Emergency Medicine
- Obstetrics and Gynaecology
- Paediatrics
- Palliative Care
- Rehabilitation
- Trauma
- Transplantation

Our clinical streams

- Addiction and Mental Health Services
 - Aged Care and Rehabilitation Services
 - Cancer Services
 - Emergency Services
- Medicine and Chronic Disease Services
 - Oral Health Services
 - Surgical Services
- Women's and Children's Services

Our state-wide speciality services

- Liver and renal transplantation
- Spinal injury management
- Brain injury management
 - Skull base surgery

Our major health centres

- Beenleigh
- Browns Plains
- Cleveland
- Dunwich
- Eight Mile Plains
- Inala
- Logan Central
- Wynnum
- Woolloongabba

Our community-based services

- Aboriginal and Torres Strait Islander Health
- Addiction and Mental Health
- BreastScreen Queensland
- Chronic Disease Management
- Community Rehabilitation
- Hospital Avoidance and Substitution
- Maternity
- Offender Health
- Oral Health
- Palliative Care
- Persistent Pain
- Refugee Health
- Residential Aged Care

Research in Metro South Health

Metro South Health is recognised for improving health outcomes and preventing disease through translational research. Our clinical and laboratory research has benefitted generations of families around the world.

We have highly developed research programs in a wide range of health specialty areas, including cancer, medical, surgical, mental health, rehabilitation and allied health services.

Metro South Health supports research at the Logan, Princess Alexandra, Redland and QEII Jubilee hospitals, Addiction and Mental Health Services, and in selected community-based services. Our major research precinct is the Princess Alexandra Hospital, which hosts one of Australia's most advanced medical research facilities, the Translational Research Institute (TRI).

Our research agenda is backed by strong links to researchers in Metro North Hospital and Health Service, Queensland Children's Hospital, Mater Health Services, Queensland Institute for Medical Research, Griffith University, Queensland University of Technology and The University of Queensland. These links will continue to play pivotal roles in developing and delivering our research strategy, plans and outcomes.

As Australia's first digital health service, we are uniquely positioned at the forefront of healthcare innovation and technology. Through our fully electronic medical record, researchers now have access to rich clinical data from across our facilities and services. And clinicians have access to research study information at the point of care.

We are committed to ensuring all research conducted within our facilities, or in collaboration with external entities, is of the highest ethical and scientific standard, and is undertaken in a manner that provides the best outcomes for our consumers, our community, our researchers and our organisation.

Metro South Health has a strong history of research achievements, outstanding facilities and resources, strong partnerships, and world-leading technology. This provides an ideal research environment to bring research ideas to fruition, ultimately for the benefit of our community.



>1,000
active research projects



>300
active clinical trials



659
research publications
in 2017



\$19m
direct research
expenditure in 2016/17

Key research partnerships



Significance of research

Health research has significant and far-reaching benefits for our consumers, our community, and for Metro South Health as an organisation.

The contribution of health research for the Metro South Health and Queensland community is clear, as we increasingly enjoy a healthier start to life, declining rates of disease, and longer lives.¹

Through clinical research and clinical trials conducted within our services, our consumers have opportunities to access the latest diagnostic and treatment options before they become more widely available.

Health research also leads to positive social and policy changes for our community. For example, we are seeing changes to attitudes and legislation related to smoking tobacco; community behaviours in relation to sun protection; and to government and individual actions in response to mosquito-borne diseases.

Perhaps less known is the contribution of health research to our economy. There is an estimated three-dollar return for every dollar invested in health research.² There is also evidence that health services engaging in research provide higher quality and more efficient services (Association of Australian Medical Research Institutes).

Over the years, MSH researchers have shown an amazing capacity for translating research into clinical and technological innovations. From individual clinician researchers to cross-sector partnerships, we have found novel methods of treating, preventing and potentially curing a range of health conditions.

Our common goal is to improve health and wellbeing. We are committed to supporting our researchers in their pursuit of breakthroughs that benefit our community, now and into the future.



1. The health of Queenslanders 2016. Report of the Chief Health Officer Queensland Published by the State of Queensland (Queensland Health) October 2016. ISSN: 1837-865X [online: 1837-8668]
2. Deloitte Access Economics. Extrapolated returns from investment in medical research future fund (MRFF), 2014, www.asmr.org.au/Publications.html



Our research vision

To be renowned internationally
for excellence in clinical and
health systems research



Our research purpose

To deliver improved health care and
population health through excellence in
translational research

Research focus areas

Outcomes



Build research capability

Skilled researchers, supported by a system that aligns research development with health service requirements.



Increase research capacity

A growing community of researchers that successfully compete for resources, in an organisation that maximises research opportunities.



Embed research in clinical services

Research is an integral part of health services — providing better opportunities for consumers to access research across the continuum of care.



Translate research to better health

A balance of innovation, implementation and systems research to improve health.



Research excellence

Research as a component of clinical excellence, and a research culture that strives for excellence in ethical conduct and research quality.

Focus Area 1



Build research capability

Skilled researchers

Metro South Health already has many skilled and capable researchers who are dedicated to improving healthcare.

We are committed to continuing to build the knowledge and skills of our research workforce.

Supportive system

Research facilities and processes—including ethics, site-specific assessment and research grants scheme—within Metro South Health are among the best nationally.

We will continue to build systems that enable novice researchers to learn in a supported environment, early career researchers to develop their skills, and established researchers to share their knowledge and apply their skills.

Alignment with needs

Successful research groups in Metro South Health have made significant contributions to health worldwide by responding to clinical challenges.

We will prioritise research strategies that align with Metro South Health's strengths and provide solutions to current challenges.

Focus Area 2



Increase research capacity

Research community

Just as a high-performing team can achieve more than a group of individuals, high quality research teams and a supportive research community will contribute positively to our research capacity.

We are committed to continuing to build the knowledge and skills of our research workforce.

Competitive

Metro South Health researchers have moderate success when competing for grants nationally.

We will develop existing researchers and attract more researchers to compete on this level, to secure external funding.

Research opportunities

Researchers currently have a range of options for research, using internal and external sources and collaborations.

We will continue to support research and seek new opportunities by leveraging partnerships and external funding sources.

Focus Area 3



Embed research in clinical services

Integration of research

Traditional health care funding models, organisational structures and attitudes can present barriers to the development of research within our health services.

We will work to embed approved research as an accepted part of core business across our health services. We will advocate for changes to external systems that artificially complicate research processes.

Consumer opportunities

Metro South Health sees the opportunities for consumers and our community to participate in research as an integral part of person-centred care.

We will continue to seek opportunities for new health diagnostic, treatment, and system research opportunities to benefit our consumers and involve our community in health research.

Across the healthcare continuum

Metro South Health delivers a comprehensive array of health services across a range of healthcare settings and spanning all levels of acuity.

We will encourage and support the development of quality research across a range of services and settings.

Focus Area 4



Translate research to better health

Balancing innovation, implementation and systems research

Successful health research is not simply about announcing a new theory, test or treatment – real success is when health research can lead to changes in practice, systems, and policy, to deliver improved health outcomes.

We will actively seek to balance our research efforts in innovation, implementation and health systems, to maximise health outcomes within the resources available.

Health outcomes

Metro South Health's population enjoys good health in most areas. However, health outcomes for some groups are not consistent with the broader population and changes to population demographics will likely increase the burden of disease for our community.

Our research efforts will respond to these challenges—including health outcome disparities in Aboriginal and Torres Strait Islander peoples, as well as culturally and linguistically diverse groups—in forming changes to clinical services and translating to improvements in health outcomes over time.

Focus Area 5



Research excellence

Research excellence

Metro South Health has committed to go beyond compliance, to a culture of excellence in clinical services—our research endeavours are an integral part of that commitment.

Our research will not only contribute to the achievement of excellence in clinical services, but will be informed by clinical service needs.

Ethical conduct and research quality

Metro South Health is committed to the highest standards of ethical conduct, quality and management in research.

We will work to become recognised as a leader in the ethical conduct of research, the quality of our research, and the management of research.



Research enablers

Outcomes



Engaged people

Our community, consumers and employees appreciate the value of research in our health service and are committed to supporting research.



Appropriate resources

Appropriate access to and use of financial, technological and other resources supports research.



Effective partnerships

Research is conducted in partnership with our community, our patients and with other organisations.

Enabler 1



Engaged people

Metro South Health recognises that maximising our health research benefits requires a community that guides and supports our research efforts, informed consumers who participate in research, and employees who effectively apply their knowledge and skills.

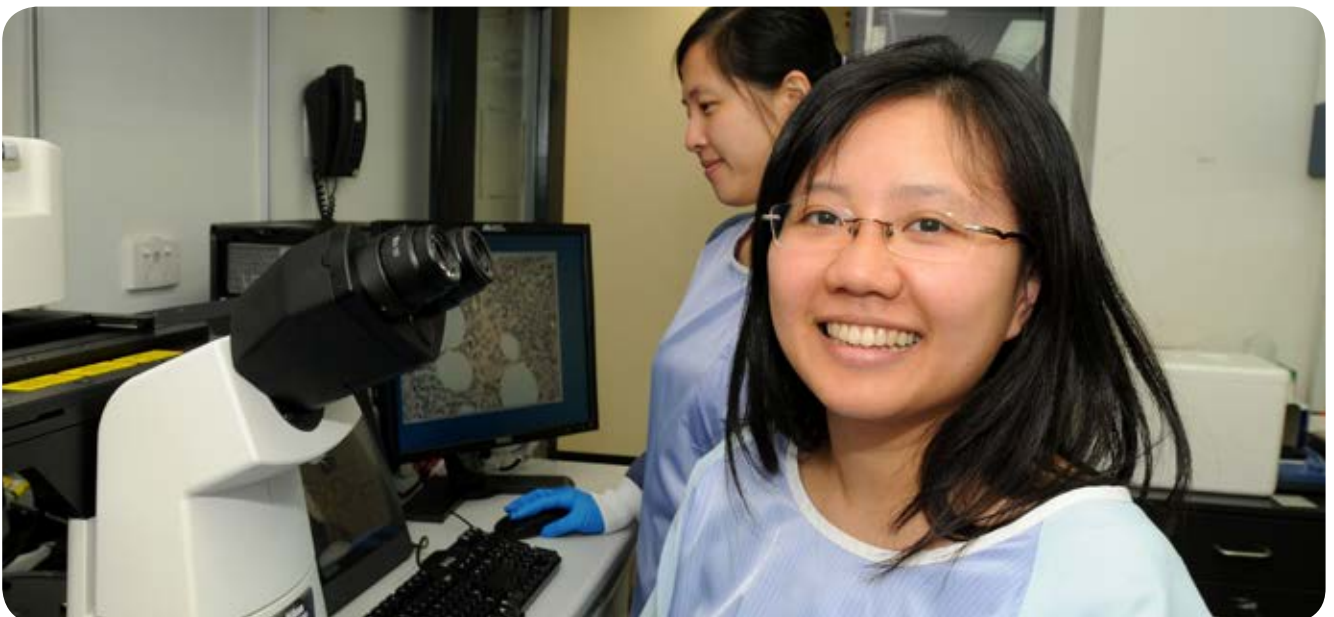
We have taken substantial steps to partner with our community in recent years, through the inclusion of consumer and community representatives in peak oversight groups, focus groups, research review panels, and via the use of social media platforms. Taking the next steps, to truly partner with our community, one that enthusiastically supports our research, would enable us to achieve even greater outcomes for our local population and beyond.

Our commitment to person-centred care provides an important basis and direction for our research programs. Ensuring our consumers understand the opportunities provided by research, and respecting their choices to participate in research or not, underlies all our research

efforts. Our consumers provide valuable clinical and service insights to gaps and improvements that only a consumer's perspective can provide.

We are also proud to have a positive workplace environment that is characterised by an engaged workforce. We believe that a workforce whose values are aligned with those of the organisation produces high output and impacts positively on the organisation's performance. Our reputation, existing expertise and world-class facilities will allow us to attract remarkable talent from across the globe.

Continuing to enable and empower people—community, consumers and employees—is crucial to delivering a health service that can maximise the impact and benefits from our research. In line with Metro South Health's *Strategic Plan*, this will be achieved through furthering the education and training of employees, developing leadership across the health service, and through fostering effective partnerships with consumers and the community.



Enabler 2



Appropriate resources

The facilities, equipment, technology, and financial resources that enable Metro South Health research are essential to our ongoing success.

Our researchers have access to world-class resources—exceeding those available in most health research organisations nationally and internationally. Our ongoing ability to maintain, develop and effectively use these important resources is critical to the development of our future research achievements.

Metro South Health researchers also have access to significant financial resources through a combination of internal, partnership and external funding sources. The Metro South Health Board and Executive have been particularly supportive of research in recent years—increasing allocations to research through the annual Research Support Scheme grants program, and providing other opportunities to implement evidence-based care through the Transformation and Innovation Collaborative. In addition, the Metro South Health Study, Education and Research Trust Account is primarily focussed on funding research-related infrastructure and projects, a significant benefit to health research that is not available in other Queensland health services.

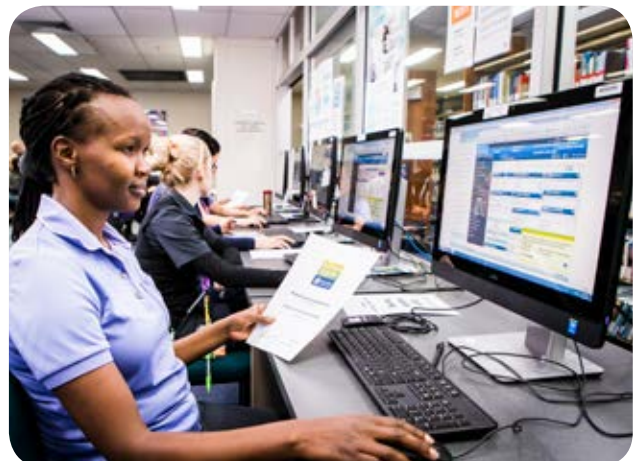
External to the organisation, our researchers are supported by the PA Research Foundation—a statutory authority established with the purpose of supporting research on our primary research campus, the Princess Alexandra Hospital. More recently, the establishment of the Brisbane Diamantina Health Partners (BDHP) as Queensland’s first Commonwealth Government-recognised Advanced Health and Translational Research Centre, has provided our researchers with further funding opportunities. Researchers also have access to national competitive research grant schemes, such as the National Health and Medical Research Council grants, and other schemes supported by charitable and philanthropic organisations.

Opportunities exist to influence external factors to preserve access to, or enhance the use of resources, and maintain Metro South Health’s competitiveness in maintaining and developing health research.

While workforce targets or caps may be effective tools to limit recurrent expenditure, alternate options are available that would preserve Metro South Health’s ability to respond to research opportunities and bring significant benefits to consumers, employees and the community. Hospital funding models might also be adjusted to embed the value of research and even provide incentives for the health service to allocate research and development funds to address current service and system issues.

Similarly, improvements to equipment replacement and review of funding shortfalls—as identified by Queensland Audit Office—could address challenges associated with replacement of research equipment. Given the significant benefits derived from health research in health organisations, it would appear reasonable that health services have equal access to block funding (so-called secondary gains which are available to registered tertiary education institutions) for competitive research grants administered by the health service.

Continuing to explore resourcing solutions, leverage external funding and maximise benefits from available resources, while positively influencing key funders and system managers is vital in navigating resourcing challenges and enabling Metro South Health to continue developing our health research programs.



Enabler 3



Effective partnerships

Metro South Health has established many strong and effective partnerships that support and contribute to our health research endeavours.

Maintaining effective stakeholder relationships remains an essential focus for Metro South Health. The changing nature of many of these relationships may require new approaches moving forward. We will continue to build effective working relationships with all our stakeholders by engaging consistently, and by demonstrating respect in all interactions.

Opportunities exist for Metro South Health to take a more active role in shaping the development and nature of partnerships relevant to research—exploring options that deliver a better balance to partnerships, while maintaining the key foundation of mutual benefits.



Strategy development and implementation plan

The five focus areas outlined in this *Research Strategy* will drive our vision for excellence in clinical and health systems research. We believe that a strong research culture, a competent and engaged workforce, and a system equipped with the necessary resources will allow us to deliver better healthcare services and improve our population health.

Our first *Research Strategy* will continue to be developed, implemented and evaluated over the course of the next five years. The development of the strategy has coincided with changes in key research leadership roles with Metro South Health, providing an opportunity for a new Metro South Health Chair of Research to guide the development of specific strategies for each focus area, an implementation plan, as well as key performance measures.

The strategy and related documents will be further developed through a project funded by the Study, Education and Research Trust Account (SERTA). Implementation will be guided by the Metro South Health Research Council and approved by Metro South Health Executive and Board.

The ongoing development of the *Research Strategy* will be undertaken within the context of the Metro South Health Integrated Planning Framework and in alignment with relevant Queensland Government and Metro South Health strategies.

Review and evaluation

The monitoring and performance of Metro South Health research activities is currently undertaken in accordance with:

- Hospital and Health Service Agreement key performance indicators
- National Safety and Quality Health Service Standards
- Queensland Biotechnology Code of Conduct
- Queensland Government Research and Development Expenditure Reporting.

Other measurements of performance will be developed as part of Metro South Health *Research Strategy* implementation plan.

We will review the *Research Strategy* every five years. The strategy can also be reviewed or amended at any time at the request of the Metro South Health Executive or Board.

To monitor our going performance, we will produce a dashboard to measure the deliverables outlined in our implementation plan.

Our research performance will be monitored by the Metro South Health Research Council, which reports to Metro South Health Executive.

Strategic alignment

The *Metro South Health Research Strategy 2019-2024* is aligned to the Department of Health's research strategy: *Queensland Advancing Health Research 2026* and to *Metro South Health's Strategic Plan 2019-2023*.

