



# Research Action Plan

2021 - 2024

**Metro  
South  
Health**



**Queensland  
Government**

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**Our vision** | To be Australia's exemplar public healthcare service  
**Our purpose** | Quality healthcare every day

# Foreword

## World-class research, a core function of Metro South Health

The Metro South Health (MSH) Research Strategy 2019-2024 defines our direction and sets out a plan for our research to be an integral driver in delivering high-quality health care and achieving improved health outcomes for our patients.

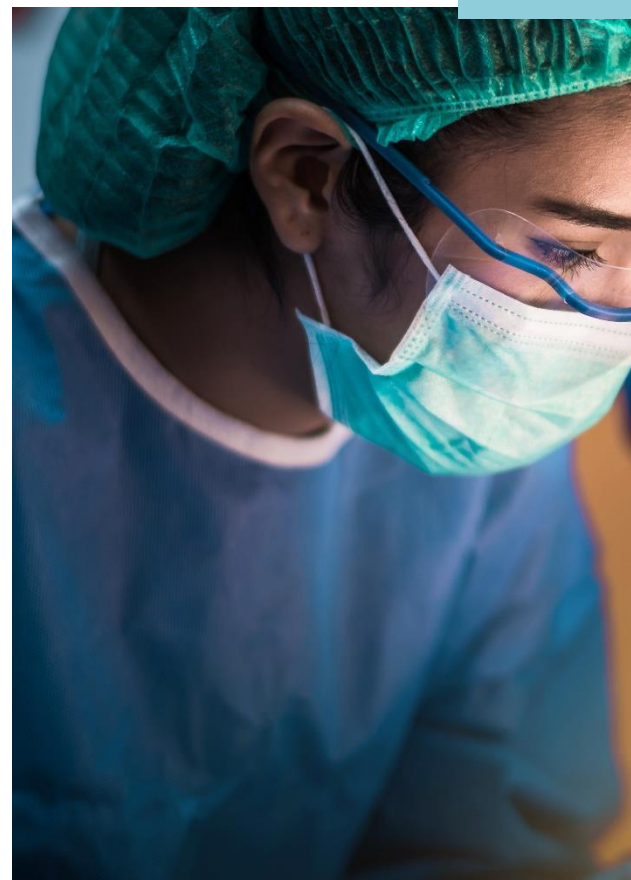
The Research Action Plan is guided by the Metro South Health Research Strategy (2019-2024) and allows for its operationalisation across the Health Service.

Shaped by the needs and priorities of our research community, our consumers, clinicians and research partners, the Action Plan builds on many years of Metro South Health's significant achievements in advancing quality of care and improving health outcomes through research.

Our aim is to strengthen and embed world-class research as a core function of our health service, creating a strong foundation for continuous improvement in patient care and outcomes. To achieve our goal effectively, we will work in direct partnership with consumers and community members, who will help ensure that MSH research is responsive to societal changes and public expectations.

I would like to thank all of those who contributed to the development of MSH Research Action Plan and look forward to seeing lasting, transformative impacts through its implementation.

**Professor John Upham**  
Chair, Metro South Research



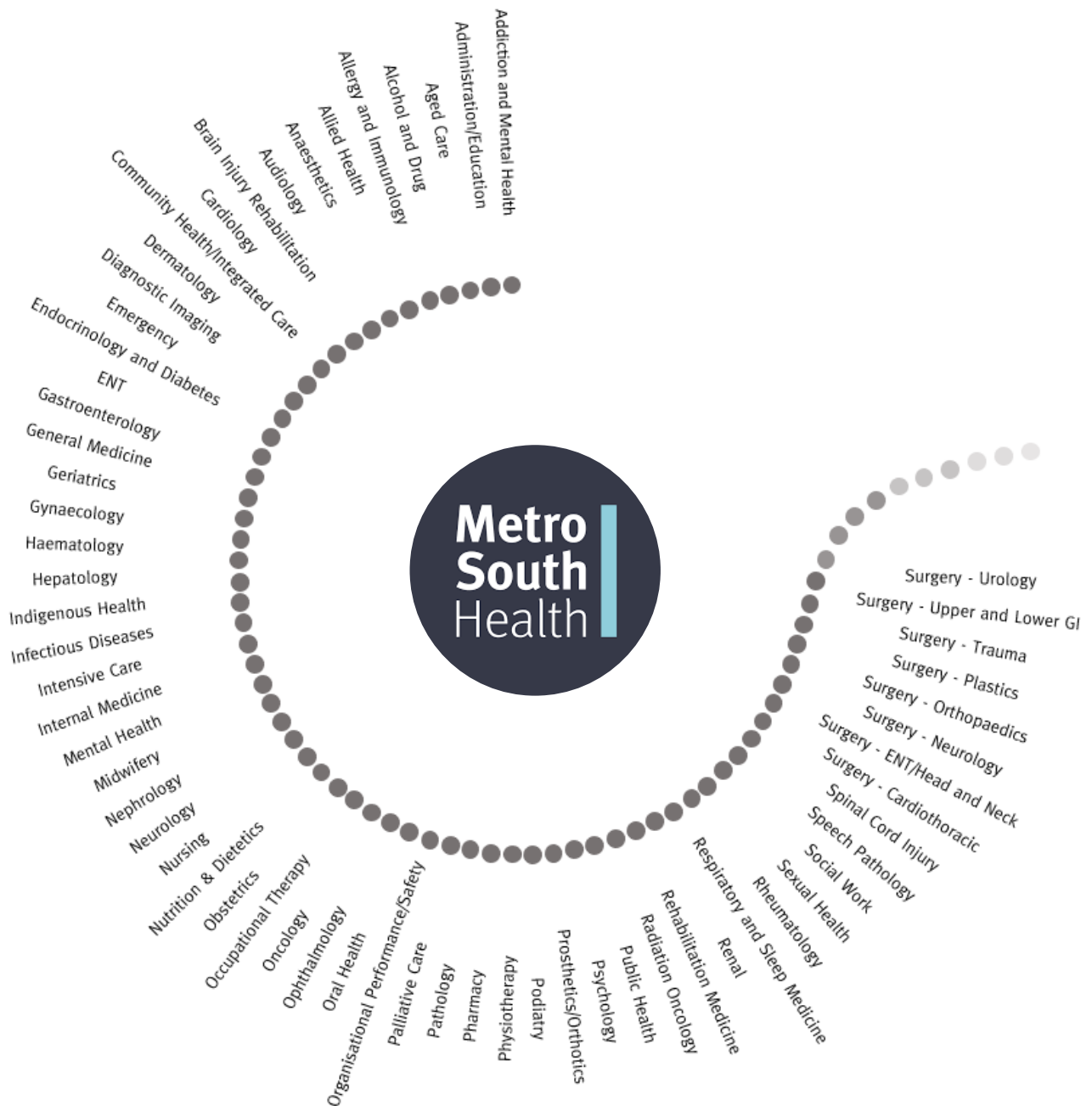
# Metro South Health Research Action Plan

Achieving our vision  
of being  
internationally  
renowned for  
excellence in research.



# Metro South Health Research

Metro South Health has a strong history of research success, which can be directly attributed to our dedicated workforce. Our research achievements to date allow us to build on a strong foundation and establish an ethos where research permeates our operations, as the basis of our commitment to continuously strive for improvement in healthcare. We pride ourselves on the consumer-centric, diverse and multidisciplinary nature of our research. We are committed to working together across disciplines to continue making research accessible and creating a lasting contribution to our consumers and community through research translation into practice and policy.



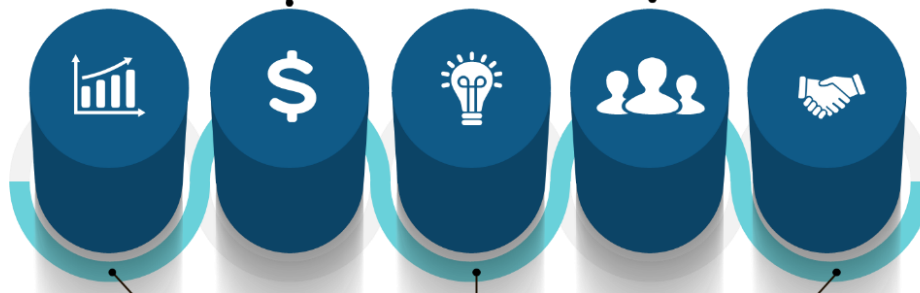
2020

# Research

## AT METRO SOUTH HEALTH

35 grants for projects commencing in 2020, valued at **\$2.8m**

**1/5** of all our clinical research focuses on mental health, social science and public health



**Top 5** areas of research  
Oncology  
Pharmacy  
Emergency  
Anaesthetics  
Surgery

**937** Metro South Health affiliated research publications (25% increase since 2019)

**>1600** patients participated in a clinical trial at Metro South Health in 2020



# Our Strategic Commitments

Through its five research focus areas, the Metro South Health Research Strategy aims to build on the significant impact that our research and researchers contribute to the delivery of high-quality healthcare services to our community.



## Focus Point 1 Build research capability

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



## Focus Point 2 Increase research capacity

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



## Focus Point 3 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.



## Focus Point 4 Translate research to better health

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



## Focus Point 5 Research excellence

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



# Action Plan Implementation



## Research Strategy Implementation Steering Group

The governance for the implementation of our Research Action Plan lies with the Research Strategy Implementation Subcommittee, which will report to the Metro South Health Research Council.

**Governance**



## Metro South Health Research Council

The implementation of our Research Action Plan will be monitored by the Metro South Health Research Council, which reports to the Metro South Health Executive.

A detailed implementation plan and dashboard will be produced to allow for oversight of Action Plan deliverables.

**Monitoring**



## Metro South Research reporting to Research Chair

Evaluation of initiatives and measures that correspond directly with the five focus points of the Metro South Health Research Strategy and incorporate consultation data, guided by the project steering group.

**Evaluation**

# Core Drivers

Understanding our strengths and addressing current challenges forms a foundation for our ability to maximise meaningful impact that will benefit our consumers, community, staff, organisation, and society as a whole.

Solutions outlined in the Research Action Plan were derived from an extensive consultation process as well as exploration of evidence and national and international exemplar models for embedding of research as a core function of a health service.

Through these well-reasoned voices and literature, we have identified four MSH-specific, interrelated themes, which not only represent the core drivers for improvement and growth with respect to research, but are also synonymous with characteristics of a learning healthcare system. These themes form conceptual pillars that help improve research capacity and address current challenges to further enable the realisation of MSH Research Strategy implementation.

To ensure greater success in sustaining positive outcomes, evidence-based implementation methodologies that reduce resistance to change form part of our optimisation approach.



## Infrastructure and Resources

People | Digital Infrastructure | Research Tools

**We aim to give** our researchers the best possible conditions, opportunities and tools needed to strengthen MSH's research, development and innovation potential. Our research-centric infrastructure will focus on improved targeting of resources and delivering impactful outcomes via:

- optimised research support positions,
- simplified mechanisms for external collaborations,
- advancing research careers of our clinicians,
- improved digital infrastructure for research management.

## Culture

Activity overview | Promotion + Recognition | Development | Leadership

**We plan to develop** a shared understanding that research is at the core of what we do among our staff, collaborators, consumers and the wider community. Strengthening this research-centric culture at every level of our health service will require leadership and buy-in from across all levels of our organisation.

A combined approach of enhanced culture together with development, activity overview, promotion and recognition with respect to research will allow us to continue to drive both our local level priorities as well as those that have national and international relevance.

## Partnerships

Collaboration | Consumer Involvement | Networks

**We are committed** to establishing networks that will foster growth of high-quality research across disciplines, settings, and all our facilities and services.

Consumer and community involvement at all stages of the research process (from development of a research idea to dissemination and translation) will be strongly encouraged at MSH.

Strengthening partnerships with consumers as well as current and future research partners will place MSH in a better position to respond to the complex nature of improving clinical care and informing health policy through research.

## Support

Finance | Research Ethics + Governance | Funding | Education + Training

**We will accommodate** our busy clinical and research staff that have expressed a strong interest in education and training in research by providing appropriate learning options, which will enable them to conduct and support high quality research.

We will optimise and improve efficiency of research governance and ethics processes to reduce burden for researchers and administrators. To address resource challenges and truly foster service, policy and healthcare development through research, we will leverage external funding and maximise benefits from available resources.

# MSH Research Action Plan at a glance

Creating alignment with our strategic commitments

- FP1 | Focus Point 1 Build research capability
- FP2 | Focus Point 2 Increase research capacity
- FP3 | Focus Point 3 Embed research in clinical services
- FP4 | Focus Point 4 Translate research to better health
- FP5 | Focus Point 5 Research excellence

## INFRASTRUCTURE AND RESOURCES

- » Research coordinator positions FP1
- » Mechanisms for honorary appointments FP1
- » Clinician-researcher fellowships FP1
- » Addressing space and protected time FP2
- » Quality improvement of research service provision FP5
- » Digital infrastructure for research management FP5
- » Tools for simplified screening and consent processes FP5

## CULTURE

- » Importance of Research - Marketing Campaign FP1
- » Research Recognition and Promotion Plan (external) FP2
- » Research Recognition and Promotion Plan (internal) FP2
- » Future staff (research-centric recruitment + orientation) FP3
- » Existing staff (professional development pathways) FP3
- » Assess and report on research performance FP3
- » Author Affiliation Guideline FP3
- » Research forming part of organisational planning FP3
- » Documenting and assessing research impact FP4
- » Promotion and recognition of successful research outcomes FP4

**Our Vision:** To be renowned internationally for excellence in clinical and health systems research

**Our Purpose:** Deliver improved health care and population health through excellence in translational research



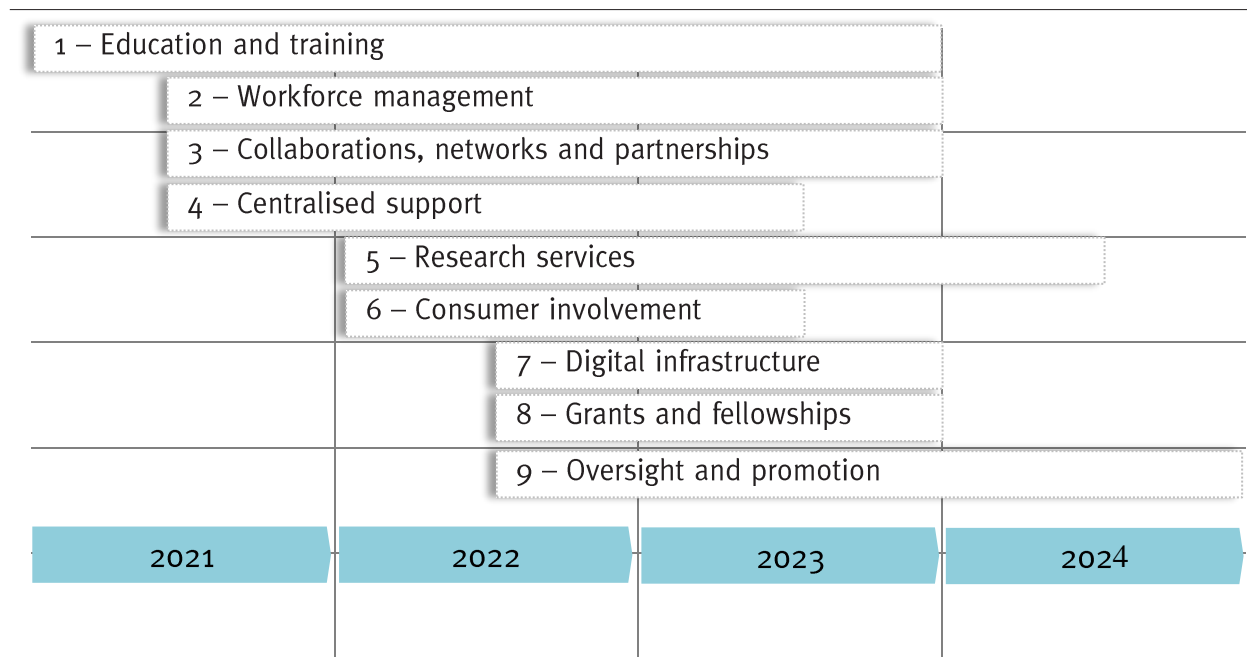
## PARTNERSHIPS

- » Research Coordinators Network FP1
- » Research Interest Groups / Research Champions Network FP1
- » Novice Researcher Network FP1
- » Research Mentor Network FP1
- » Partnerships Engagement Plan FP2
- » Consumer Register and/or Advisory Group FP3
- » Purposeful engagement with consumers FP4

## SUPPORT

- » Research Education Portal and Communication Plan FP1
- » Workforce training and education FP1
- » Grants calendar or grants portal FP2
- » Consumer engagement training FP3
- » Support and transparency of research activity for diagnostic services FP3
- » Consumer engagement framework FP3
- » Research finance framework and education FP3
- » Knowledge translation education and resources FP4
- » Enabling community-responsive research FP4
- » Novice researcher development resource FP5
- » Practical research ethics and governance tools, communication, contract support FP5
- » Ethics and governance review - creating efficiencies FP5

# Implementation Timeline



## 1

### Education and training

Workforce training and education | Research Education Portal and Communication Plan | Research Finance Framework and education | Practical Research Ethics and Governance Tools and Communication | Novice Researcher Development Resource | Knowledge translation guideline, education and/or resources

## 2

### Workforce management

Mechanisms for honorary/ conjoint appointments and externally funded research positions | Future Staff (Research-centric recruitment + orientation processes) | Existing staff (professional development pathways)

## 3

### Collaborations, networks and partnerships

Novice Researcher Network | Research Mentor Network | Partnerships Engagement Plan | Research Interest Groups / Research Champions Network | Research Coordinators Network

## 4

### Centralised support

Research forming part of organisational planning | Coordinator grants / Centralised funding for research coordinator positions | Addressing space and protected time | Support and transparency of research activity for diagnostic services

## 5

### Research services

Ethics and governance review - creating efficiencies | Continuous quality improvement of research service provision | Author Affiliation Guideline | Research Contracts Manager

## 6

### Consumer involvement

Consumer Register and/or Advisory Group | Purposeful engagement with our diverse consumer population | Consumer engagement training | Consumer engagement framework | Enabling community-responsive research



## 7

### Digital infrastructure

Tools for simplified screening and consent processes | Digital infrastructure for research management

## 8

### Grants and fellowships

Grants calendar or centralised grants portal | Clinician-researcher fellowships

## 9

### Oversight and Promotion

Importance of Research - marketing campaign | Research Recognition and Promotion Plan (external) | Research Recognition and Promotion Plan (internal) | Assess and report on research performance | Promotion and recognition of successful research outcomes | Documenting and assessing research impact

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