



South Western Sydney
Local Health District

Research Strategy

to 2023

Foreword

A challenging and vibrant research culture is at the heart of every great health organisation. The significant improvements we have seen in health and health care delivery over time have been led by research. Across the spectrum of environmental health, disease prevention, diagnosis and treatment, researchers have transformed the way we, as health care providers, care for our consumers and community.

Since South Western Sydney Local Health District (SWSLHD) was established, one of our key areas of focus has been to develop research within the District. Over the last eight years, SWSLHD has invested significantly in the development of research which has resulted in significant achievements across the organisation. These achievements have centred around delivering an Academic Unit program, expanding clinical trials capability, growing research partnerships and strengthening research capacity and capability in our staff and students. These achievements are further described within this document.

Through a focused approach to developing research capability, SWSLHD has grown into an organisation with an international reputation for health and medical research across fields as diverse as oncology, brain injury, respiratory disease, neurology, critical care, aged care and surgery. Our medical, allied health, nursing and midwifery staff lead and collaborate in a broad range of research programs, generating new evidence that informs better ways of working. Research is crucial to SWSLHD achieving our vision of **Leading care, healthier communities**.

We are excited to present our Research Strategy to 2023. Over the next five years we will continue to build on our achievements and to develop our research culture, programs and priorities in order to respond to the rapidly changing research environment. Our Research Strategy to 2023 focuses our attention on five strategic directions: vibrant research culture; consumer and community partnerships; agile, responsive systems; evidence, knowledge and translation and strategic collaborations.

The Research Strategy to 2023 has been developed following extensive consultation with our clinical and research staff, community and consumer representatives and our partner organisations. We would like to thank each of you for your contributions to this Strategy and to the continued development of research in our District.



Ms Amanda Larkin

Chief Executive, South Western Sydney Local Health District



Mr Sam Haddad

Chair, South Western Sydney Local Health District Board



Prof Les Bokey

Director of Research, South Western Sydney Local Health District



Map of South Western Sydney Local Health District



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SWSLHD Research Strategy to 2023 at a glance

VISION Leading care, healthier communities

VALUES Collaboration Openness Respect Empowerment

PRINCIPLES Equity Sustainability Integrity Accountability Implementability

INTENT A leader in research and translation, committed to improving health outcomes and service delivery for our community and the wider world.

| STRATEGIC DIRECTIONS |  Vibrant research culture |  Consumer and community partnerships |  Agile, responsive systems |  Evidence, knowledge and translation |  Strategic collaborations |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PRIORITIES | <ul style="list-style-type: none"> • Research leadership and mentoring • Career pathways • Integrated clinical and academic programs • Reward and recognition | <ul style="list-style-type: none"> • Raising the profile of local research in the community • Engagement across the research lifecycle • Responding to community needs • Fundraising | <ul style="list-style-type: none"> • Enabling research • Data, analytics and information technology • Physical research infrastructure and equipment • Research ethics • Governance | <ul style="list-style-type: none"> • Clinical trials • Translational research, implementation science and knowledge transfer • Intellectual property and commercialisation • Evidence-based practice | <ul style="list-style-type: none"> • Integrated research across SWSLHD • Academic partnerships • Industry partnerships • Multidisciplinary research • Statewide, national and global reach |

PERFORMANCE MEASURES By 2023 SWSLHD will have achieved an increase in:

- Clinical trials
- People enrolled in clinical trials
- Research partner organisations
- PhD students and Masters by Research students
- Academic Units and Clinical Academic Groups
- Research grants received (by category)
- Research publications (by type and impact factor)

SWSLHD Achievements in Developing Research Capacity since 2012

Delivering an Academic Unit program

Our Academic Unit program is unique to health services in NSW. The Academic Unit program fosters local research career pathways, multidisciplinary research and opportunities to attract global partners and funding.

Our investment in the Academic Unit program has been through:

- Providing funding of \$900,000 to recognise the Radiation Oncology, Mental Health and Respiratory and Sleep Medicine research groups as SWSLHD Academic Units
- Providing enhancement funding of over \$1 million to the Stroke and Neurology; Gut and Microbiome and Best START (Child Health) research groups to achieve Academic Unit status
- Providing funding of over \$6 million to establish four new Academic Units in Liver Cancer and Disease; Diabetes, Obesity and Metabolism; Women's Health and Limb Preservation and Wound Care

Expanding clinical trials capability

Clinical trials are at the forefront of the translation of research into practice. People who participate in clinical trials have access to the latest advances in health care.

To enable our researchers to lead the development

of evidence and knowledge, we have significantly expanded our clinical trials capability through:

- Increasing the number of clinical trials offered to our patients and consumers
- Increasing the number of local residents enrolled in clinical trials
- Improving access to clinical trials for people who do not speak English
- Establishing a Phase 1 Clinical Trials Unit at Liverpool Hospital
- Partnering with Western Sydney University to establish a clinical trials facility at the Macarthur Clinical School adjacent to Campbelltown Hospital

Growing research partnerships

Strategic research partnerships allow our researchers to build upon local strengths and to undertake research which addresses the health and health care needs of the local and international community.

Our investment has enabled the development of strategic local, national and international partnerships through:

- Improving our engagement with consumers and community to help define research priorities and design research programs
- Increasing the diversity of consumer and community members participating in research



- Appointing a shared Director of Research for SWSLHD and the Ingham Institute for Applied Medical Research (herein referred to as the Ingham Institute) to align our research directions and priorities
- Investing in the Sydney Partnership for Health, Education, Research & Enterprise (SPHERE) and leading eight of the sixteen SPHERE Clinical Academic Groups
- Supporting local partnership and collaboration opportunities through South West Sydney Research
- Establishing new research partnerships in areas such as Robotics and Automation, Aboriginal Health, Primary and Integrated Care and Emergency Medicine
- Fostering collaboration through the annual Research and Innovation Showcase

Strengthening research capacity and capability

Strengthening the capacity and capability of our staff to participate in and lead research helps to embed

research into clinical practice and build a vibrant research culture.

We have supported our staff to develop and refine their research skills through:

- Investing in technology to support research innovation including cyclotron, MRI Linear Accelerator and surgical robotics
- Funding clinician researchers to further develop their research through the Early and Mid-Career Researcher Award programs
- Establishing new professorial positions to lead research and develop research capabilities in areas such as Allied Health, Mental Health and Nursing and Midwifery in partnership with universities
- Providing a variety of research education, training and support opportunities in collaboration with Universities and the Ingham Institute
- Reducing the time taken to assess research governance and ethics applications. SWSLHD processes applications approximately 50% faster than the NSW Ministry of Health benchmark.

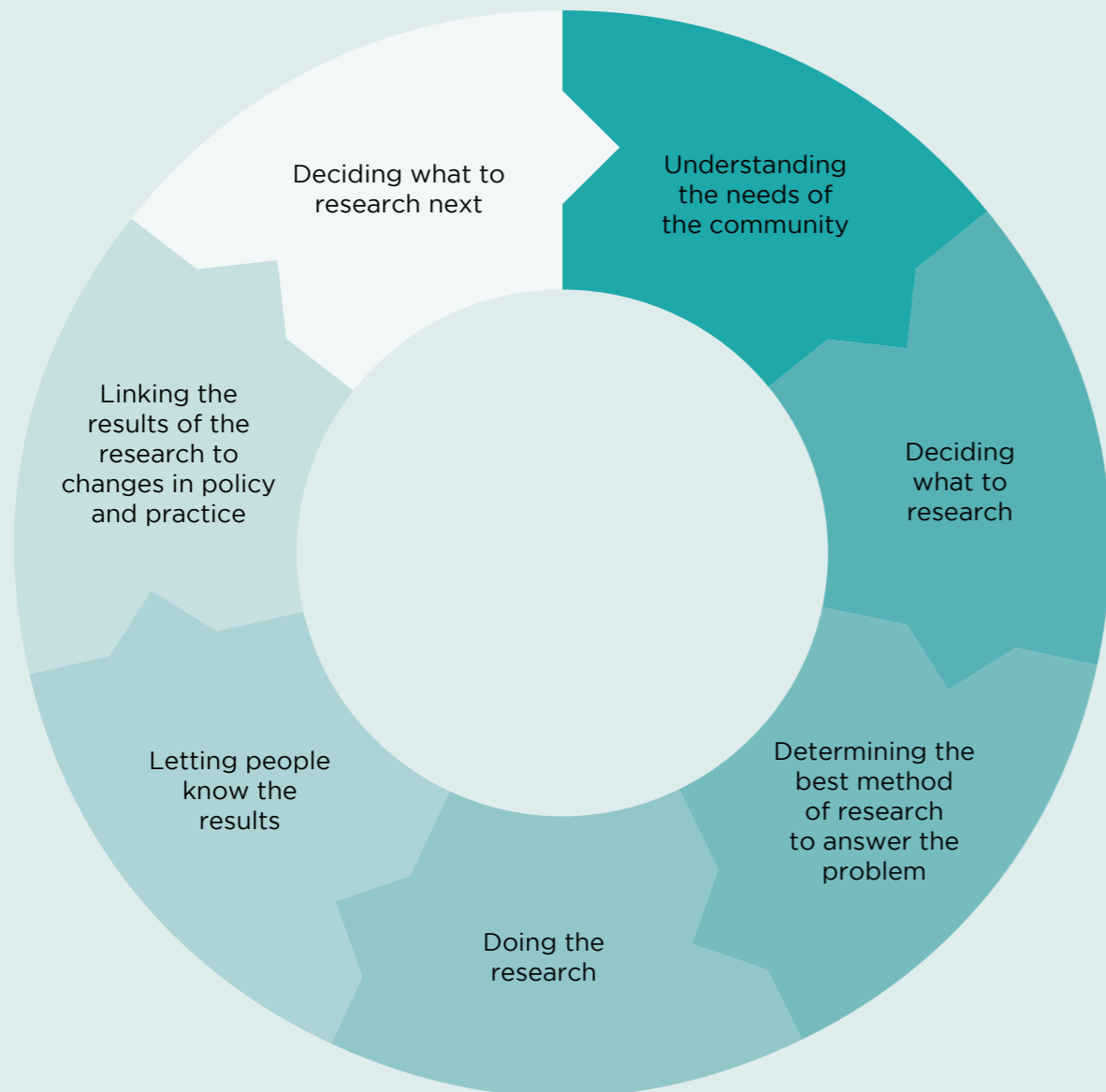
Research Environment

The local, national and international research environment is highly complex, posing many opportunities and challenges. For SWSLHD to be recognised as a lead research organisation generating knowledge and translating evidence into practice, we must ensure that we harness these opportunities and respond to these challenges in a way which meets the needs of our community and our staff.



Research Lifecycle

The Research Lifecycle describes the various parts of the research process, beginning with understanding the problems to be solved, then designing and undertaking the research, disseminating the results, making changes to policy and practice, and finally thinking about what happens next. Essential to all points in the lifecycle is building local capacity and engaging with our community and research partners.



Key Strategic Partners

Strategic partnerships and collaborations are the foundation on which our research programs are built. Research institutes, universities, other health organisations, the non-government sector and the community are all integral to our research. Strategic partnerships facilitate the interaction of clinicians and researchers outside of the District and assist in devising local and global solutions.

We have established strategic partnerships with a significant number organisations to develop and support our research. Some of our key partner organisations are listed below.





The Ingham Institute for Applied Medical Research

The Ingham Institute for Applied Medical Research is the pre-eminent health research institute for South Western Sydney and our most significant research partner. The Ingham Institute offers a range of services and support to enable research and it plays a significant role in the promotion of research within the local community.

The Ingham Institute was established in 1999 to address both local and global health issues with translatable research. The Ingham Institute is located in close proximity to Liverpool Hospital as part of the Liverpool Health, Education, Research and Innovation Precinct. This proximity facilitates integration of research and clinical care, with many of the Institute's research streams led by the District's clinical academic staff. Plans are underway to expand the Ingham Institute across the District,

including establishing the Macarthur Medical Research Centre on the Campbelltown Hospital site.

A Research Director has been appointed across both the district and the Institute to ensure clinical academic and research aligned strategies.

Universities

SWSLHD has established partnerships with universities across Australia, supporting both research and the teaching of medical, nursing, allied health and other students. Whilst the District's clinicians have many research affiliations, our largest academic partnerships are with the following universities;

- The University of New South Wales
- Western Sydney University
- The University of Wollongong
- The University of Sydney
- The University of Tasmania

Advanced Health Research and Translation Centres and Centres for Innovation in Regional Health

The National Health and Medical Research Council has funded seven Advanced Health Research and Translation Centres (AHRTC) across Australia, two of which are in Sydney.

- Maridulu Budyari Gumat, Sydney Partnership for Health, Education, Research and Enterprise (SPHERE): SWSLHD is a foundation member of SPHERE, aiming to integrate outstanding research, top quality education and professional practices across partner organisations involved in translation research. This will improve health outcomes, deliver better care, generate economic benefits, aid recruitment and retention of staff and attract investment in health and research.

One of the most significant programs within SPHERE has been the creation of sixteen Clinical Academic Groups (CAG) across a wide range of health priority areas. Of these CAGs, eight are led by SWSLHD clinician researchers.

- Sydney Health Partners: SWSLHD continues to collaborate with members of Sydney Health Partners and other AHRTC.
- Centres for Innovation in Regional Health: In addition to the AHRTC, the government has recognised the need for a greater focus on rural and regional health research through the creation of Centres for Innovation in Regional Health. NSW Regional Health Partners is focused on implementing knowledge in regional, rural and remote health services. SWSLHD will foster partnerships to support health research across NSW.

South West Sydney Research

South West Sydney Research (SWSR) is a collaboration between health, research and education entities with a focus on South Western Sydney. Through leading and strengthening multidisciplinary collaboration, SWSR acts as a facilitation agent for member organisations, encouraging a culture of research and communicating the value and impact of research.

Health, Education, Research and Innovation Precincts

Precinct partnerships building on competitive strengths are key drivers for the continued development of research within SWSLHD. SWSLHD has a number of Health, Education, Research and Innovation Precincts - including the Liverpool Innovation Precinct and the Campbelltown Health and Education Precinct.

Local leadership by research, health, industry and education sectors, plus facilitation and long-term support from state and local governments is key to a successful innovation precinct development. Local leadership is necessary to:

- identify regional competitive strengths;
- set a vision and achieve consensus around a development strategy; and
- ensure research, education and training addresses industry and community needs.

As the largest employer in our region, developing Health and Education precincts is crucial to the economic future of South West Sydney.

Flagship Research Programs

Since 2012, SWSLHD and its partner organisations have invested substantially in the development of academic and research excellence. This has resulted in the creation of a number of significant research streams outlined below. Significant research work continues to occur outside of these programs, building research capacity and expertise across disciplines and specialties.



| SWSLHD ACADEMIC UNITS | SPHERE CLINICAL ACADEMIC GROUPS |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • South Western Sydney Academic Radiation Oncology • Respiratory, Sleep and Environmental Health Research Group • South Western Sydney Academic Mental Health Program • Stroke and Neurology Research Unit • The Diabetes, Obesity and Metabolism Translational Research Unit • The Liver Cancer and Disease Centre • Women's Health Initiative Translational Unit • Best START – SW (System Transformation and Research Translation – South West Sydney): Children, Young People and Families Health Research Translation Unit • South West Institute for Limb Preservation and Wound Care • Gut and Microbiome: Role in Health and Disease | <ul style="list-style-type: none"> • Aboriginal Health and Wellbeing • Age and Ageing • Cancer • Diabetes, Obesity and Metabolic Disease • Early Life Determinants of Health • GenomeConnect • Kids to Adults: Creating Healthy Futures • Maternal, Newborn and Women's Health • Neuroscience, Mental Health and Addiction • Respiratory, Sleep, Environmental and Occupational Health • Musculoskeletal Health • Triple I: Infectious Disease, Immunity and Inflammation • Cardiovascular Health • Frontiers Technology • Healthy Urban Environments • Palliative Care |

| RESEARCH STREAMS: SWSLHD AND INGHAM INSTITUTE | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Cancer Research</p> <ul style="list-style-type: none"> • Breast Cancer • Centre for Medical Radiation Physics • Clinical Cancer Registry • Haematology Group* • Medical Physics* • Palliative Care Clinical Trials* • Psycho-Oncology Research Group • Cancer Pathology • Collaboration for Cancer Outcomes, Research and Evaluation • Gastro-Intestinal Viral Oncology Group • Medical Oncology * • Oncology Clinical Trials Unit* • Pancreatic Research Group | <p>Clinical Sciences Research</p> <ul style="list-style-type: none"> • Antibiotic Resistance and Mobile Elements Group • Cardiology Centre* • Dermatology Research Group • Diabetes Research • Respiratory Medicine* • Arthritis Research* • Correlative Microscopy Facility • Gastroenterology and Liver Research Group* • Immune Tolerance Group • Neurocognitive and Molecular Biology • South Western Sydney STROke and Neurological sciences research Group* • Robotics and Automation in Health | <p>Population and Health Services Research</p> <ul style="list-style-type: none"> • Centre for Applied Nursing Research • Early Years Research • South Western Sydney Primary and Integrated Care Unit • Translational Research and Social Innovation • Centre for Health Equity Training, Research and Evaluation • Epidemiology • Simpson Centre for Health Service Research • Collaboration for Oral Health Outcomes, Research & Translation • Emergency Medicine Research <p>Injury and Rehabilitation Research</p> <ul style="list-style-type: none"> • Whitlam Orthopaedic Research Centre • Brian Injury Rehabilitation Research Group <p>Mental Health Research</p> <ul style="list-style-type: none"> • Academic Unit of Child Psychiatry • Schizophrenia Research Unit • Psychiatry Research and Teaching Unit |

*Clinical Trials



Strategic Directions

SWSLHD has identified five Strategic Directions to guide the development of research within our organisation and services over the next four years. The following sections provide detailed information on the priority strategies which will be implemented between 2019 and 2023 to support the District to achieve its vision of **Leading care, healthier communities**. Strategies are presented according to key priority areas within each Strategic Direction.



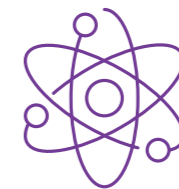
Consumer and community partnerships

- Raising the profile of local research in the community
- Engagement across the research lifecycle
- Responding to community needs
- Fundraising



Agile, responsive systems

- Enabling research
- Data, analytics and information technology
- Physical research infrastructure and equipment
- Research ethics
- Governance



Vibrant research culture

- Research leadership and mentoring
- Career pathways
- Integrated clinical and academic programs
- Reward and recognition



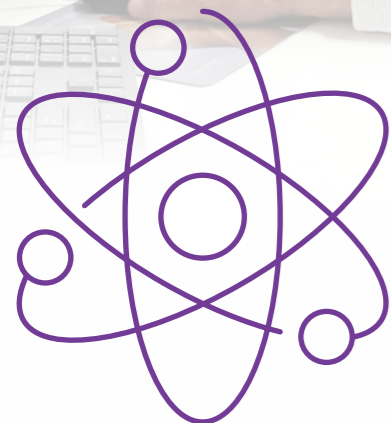
Evidence, knowledge and translation

- Clinical trials
- Translational research, implementation science and knowledge transfer
- Intellectual property and commercialisation
- Evidence-based practice



Strategic collaborations

- Integrated research across SWSLHD
- Academic partnerships
- Industry partnerships
- Multidisciplinary research
- State-wide, national and global reach



Vibrant Research Culture

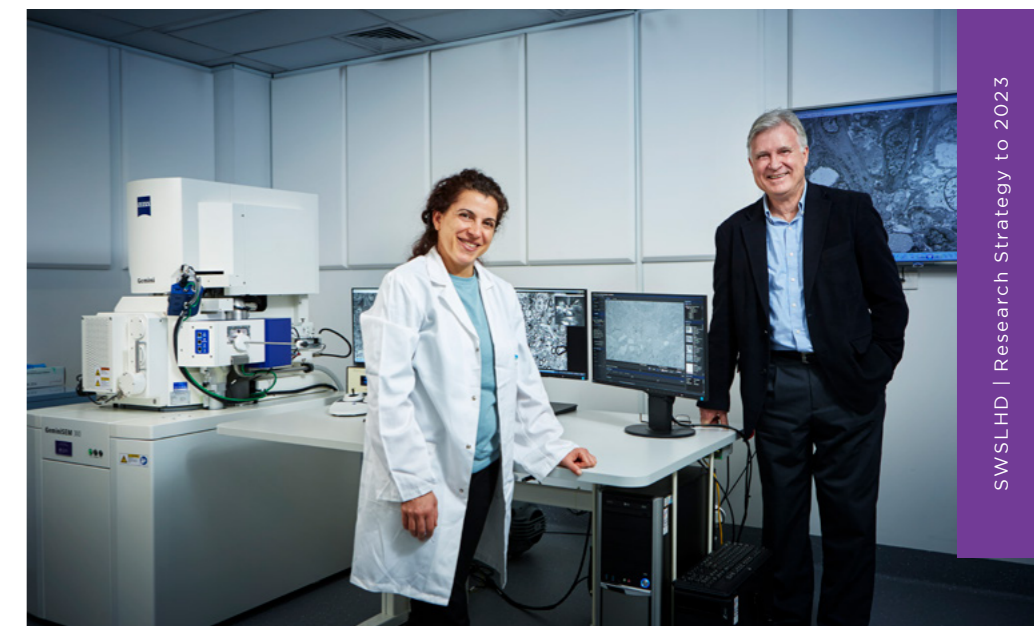
Research is vital to the provision of high quality health care and to creating a vibrant and challenging environment for staff, students and consumers. Our research culture attracts, retains and nurtures emerging and expert researchers in all disciplines to pursue and maintain a career with us. Research is embedded across all of our practices.

Research leadership and mentoring

- Identify research leaders within facilities and services to clearly identify local research champions and provide local access to information and guidance
- Broaden the diversity of researchers in leadership roles across SWSLHD Academic Units and SPHERE Clinical Academic Groups and within the Ingham Institute
- Establish a structured, interdisciplinary SWSLHD Research Mentoring Program and undertake routine monitoring and evaluation of effectiveness
- Recruit clinical leaders with a demonstrated track record in conducting and supporting high quality research
- Include research accountabilities in position descriptions and performance reviews for executive leaders, senior managers and clinical directors

Career pathways

- Review the Early Career Researcher and Mid-Career Researcher grant schemes to ensure staff from across the district have equitable access
- Support staff to access scholarship opportunities outside of SWSLHD through advocacy and information sharing
- Enable continuity in research programs through leveraging bridging funds in collaboration with our research partners
- Develop a PhD and / or Masters of Research Scholarship program to support research career development
- Establish an interdisciplinary SWSLHD Research Recruitment Committee to oversee strategic research appointments and to



- support the identification and attraction of research talent
- Integrate the research education and training programs conducted by Universities, the Ingham Institute, SWSLHD Research Directorate and other providers with the SWSLHD Centre for Education and Workforce Development Course Calendar and My Health Learning
- Promote the availability of My Health Learning online training programs to support the conduct and dissemination of research
- Work with the Health Education and Training Institute and other partners to further develop a suite of research capacity building programs to support all staff to develop research skills
- Expand the range of programs and resources available to encourage student involvement in research and to showcase research career opportunities in collaboration with health, education and research partners

Integrated clinical and academic programs

- Refine and enhance the SWSLHD Academic Unit program in areas of community interest and research expertise

- Implement activities that provide for quarantined time and off ward locations to undertake, participate in and lead research
- Support staff undertaking higher degree or other research through the provision of study leave and research opportunities directly related to their existing roles
- Explore opportunities to integrate honours and clinical practice placement students in the development and implementation of research projects

Reward and recognition

- Expand the number of research awards available across disciplines and widely promote recipients in relevant media
- Support researchers to promote their findings nationally and internationally and build research collaborations through participation in conferences and education partnerships
- Use the annual Research and Innovation Showcase and Research Annual Report to highlight research excellence and research achievements across SWSLHD



Consumer and community partnerships

Collaboration with a diverse range of consumers and community members assists researchers in the design of programs that address health needs and local priorities. Our community values research and is engaged across the research lifecycle.

Raising the profile of local research in the community

- Develop a Research Communication and Engagement Strategy to build links between researchers and the community across the research lifecycle
- Develop systems to support researchers to identify and participate in media opportunities and to ensure the provision of relevant information
- Increase the use of SWSLHD social media and corporate communications to share tailored information about research programs with the local community and beyond
- Increase the availability of research information on the SWSLHD website

Engagement across the research lifecycle

- Develop and implement a Research Consumer and Community Engagement Framework to support collaborative working between researchers and community and consumers, within the context of the SWSLHD Consumer and Community Participation Framework
- Develop and implement sustainable systems to support researchers to partner with consumers and community on research priority setting, co-design, implementation, evaluation and outcome dissemination
- Further develop the SWSLHD Consumer and Community Participation Research Interest Group and the capacity of consumers and community to support research
- Develop partnerships with relevant community groups to link researchers to communities and consumers

- Develop a web-based portal to support the recruitment of research participants for population and service-based research as well as clinical trials in collaboration with SPHERE and other stakeholders
- Expand the use of patient reported outcome measures and patient reported experience measures in health services research

Responding to community needs

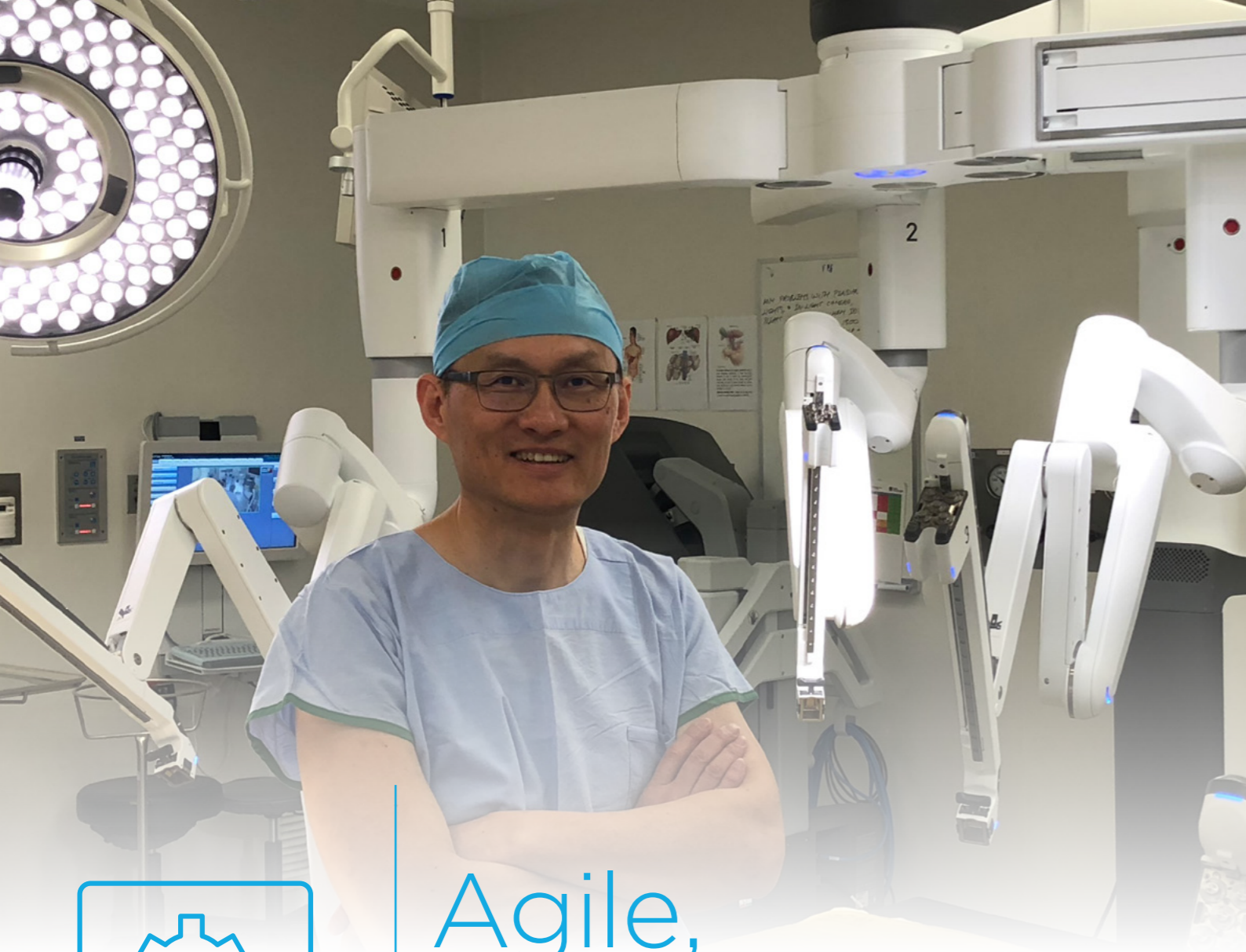
- Ensure that the planned SWSLHD Health Literacy Strategy and SWSLHD Equity Framework include the need to improve community awareness of health and medical research and the opportunities it presents to improve individual and population health outcomes
- Establish SWSLHD as a lead organisation in research which addresses the needs of people across cultural and linguistic groups
- Support researchers to address the needs of people from culturally and linguistically diverse backgrounds in the design and development of research projects

- Develop and implement systems to improve access to health language support for researchers and people with limited English, including access to shared translated resources
- Develop protocols and provide training to clinicians and researchers in patient and community engagement, including the process for engaging with people from diverse community groups
- Host an Aboriginal research symposium to bring Aboriginal Health staff and other key stakeholders with research ideas together with experienced researchers

Fundraising

- Support the Ingham Institute's research fundraising initiatives through the expansion of the "grateful patient" program and further developing local systems to encourage donations from patients and consumers and families to support research
- Develop transparent systems to enable philanthropic donations towards research activity within SWSLHD and the Ingham Institute





Agile, responsive systems

World-class, collaborative research which results in meaningful benefits to our community requires significant back-office support systems and infrastructure. Our researchers are continuously supported to meet their goals.

Enabling research

- Further develop access to specialist research support in areas such as research methodology, health economics, biostatistics and epidemiology
- Review approval processes for recruitment of grant funded research positions
- Review and streamline systems for the financial administration of research grants
- Provide access to grant advice services to support staff to successfully apply for grant funding
- Develop an accessible, interactive portal to provide information on research grant opportunities
- Expand the suite of existing generic research position descriptions
- Develop and implement facility and service-based Research Implementation Plans which are relevant to the research maturity and needs of each facility and / or service
- Establish facility or service research budgets to support the delivery and implementation of local research projects, including the provision of research administration resources to directly support researchers
- Continue to evaluate researcher satisfaction with the Research Directorate and further develop the services provided in response to researcher needs
- Develop and implement systems to capture and report on key research performance indicators across the District to enable ongoing monitoring and reporting
- Review, develop and implement employment

strategies to enhance recruitment and retention of clinical trials staff

- Undertake a gap analysis to determine SWSLHD's research priorities in light of community needs, research expertise and technological advances

Data, analytics and information technology

- Develop and implement a SWSLHD Information Management Strategy and SWSLHD Analytics Strategy to support health service management and research, including expansion of the SWSLHD Business Intelligence Unit
- Establish big data capability in collaboration with our research partners to inform research and support decision making
- Improve access to REDCAP software for all staff to support robust data capture and management
- Continue to develop the capacity and responsiveness of information and communication technology infrastructure and systems to respond to the demands of research and researchers
- Develop the capacity of the Electronic Medical Record to support research

Physical research infrastructure and equipment

- Develop a purpose-built SWSLHD Clinical Trials Centre at Liverpool Hospital as part of the redevelopment
- Increase utilisation of the existing clinical trials infrastructure across the District
- Better utilise University and Research Institute spaces to undertake research
- Identify research platforms situated in SWSLHD facilities and the Ingham Institute which can be used for research

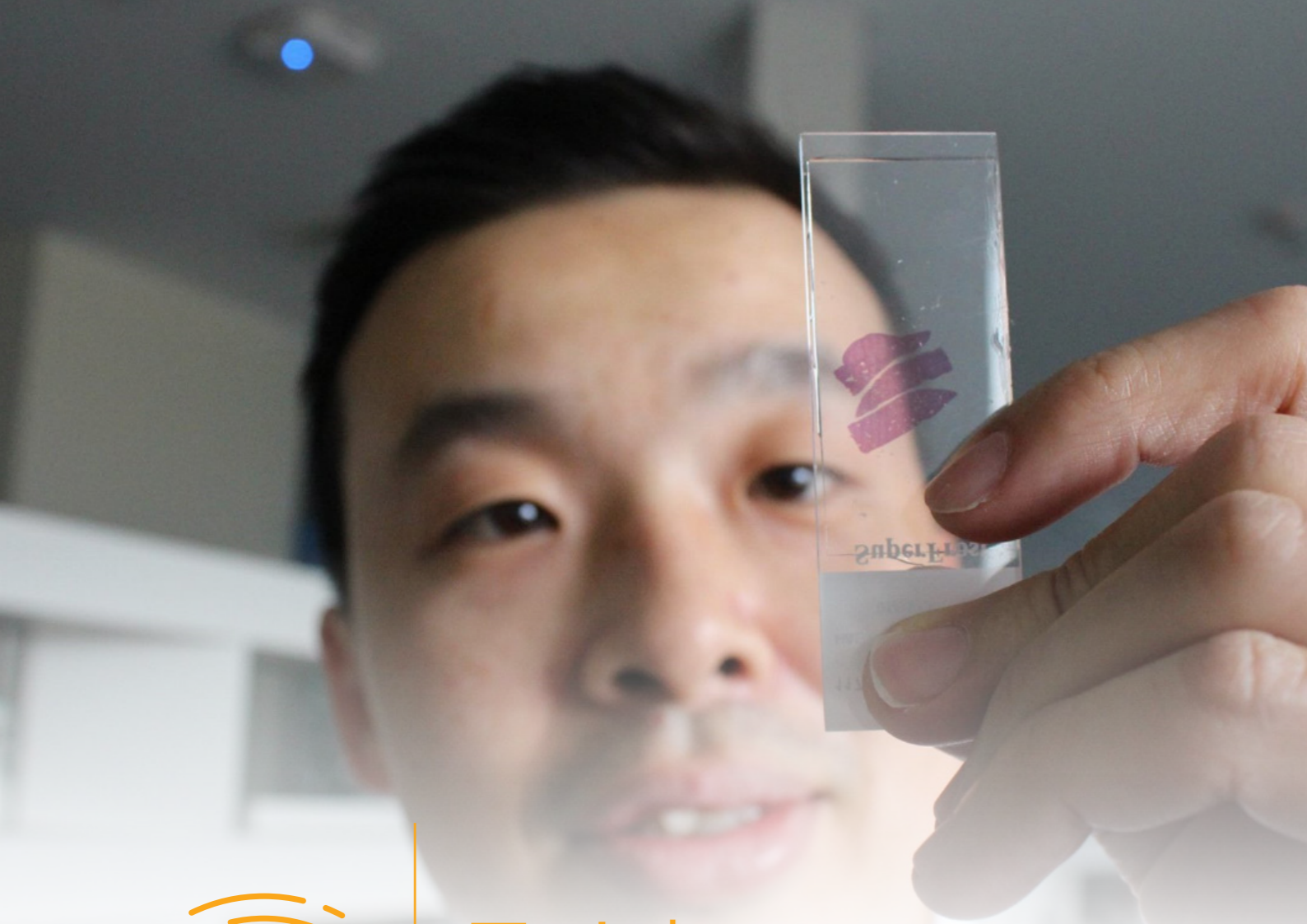
- Promote the availability of research equipment across SWSLHD and the Ingham Institute to improve utilisation
- Refine biobanking resources and systems through improved storage and management of samples to support utilisation

Research ethics

- Review the structure and membership of the Human Research Ethics Committee to ensure capacity to respond to an anticipated increase in the volume of applications
- Provide further education on the role and function of the Human Research Ethics Committee, including promoting opportunities for observation
- Expand the capacity of the SWSLHD Ethics and Governance team to provide more proactive support to researchers, assess research applications within benchmarks and review contracts and non-standard agreements
- Collaborate with the NSW Office of Health and Medical Research to implement the Research and Ethics Governance Information System (REGIS) to streamline processes

Governance

- Review the role of the SWSLHD Board Research and Teaching committee to ensure a focus on strategic leadership
- Establish a multidisciplinary SWSLHD Research Committee with an operational focus, supported by the SWSLHD Research Directorate
- Review governance arrangements between the facility research committees and the SWSLHD Director of Research to support greater collaboration between sites and services and facilitate mutually beneficial projects



Evidence, knowledge and translation

Translational research connects scientific discoveries with the delivery of health care and improvement of health. Our reputation in population and health services research, clinical trials and basic science, is world class. Evidence from our research builds knowledge and is translated to benefit the health of the local and global community.

Clinical trials

- Establish a SWSLHD Clinical Trials Office with responsibility for improved clinical trial delivery, regulatory compliance and the design of investigator led trials
- Appoint a full time Director of Clinical Trials in partnership with the Ingham Institute to support and oversee the expansion of clinical trial activity across the District
- Appoint a Clinical Trials Business Manager to provide a standardised approach to clinical trials budget and finance processes
- Enhance capacity across pharmacy, pathology and radiology to support clinical trial activity
- Investigate options to provide support for investigator led trials through internal resource development and collaboration with academic partners
- Improve access to clinical trial support services through further developing partnerships across academia and industry
- Promote the availability of Accelerated Implementation Methodology training and other training opportunities to increase the number of staff who can facilitate the translation of research into practice
- Review, develop and implement employment strategies to enhance recruitment and retention of clinical trials staff

Translational research, implementation science and knowledge transfer

- Evaluate successful examples of SWSLHD translational research to determine enablers of success



- Demonstrate research impact through utilising the results of research to inform changes to policy and practice
- Increase the number of staff completing Accelerated Implementation Methodology training and other training to facilitate the translation of research into practice
- Integrate with SPHERE initiatives designed to strengthen the use of implementation science and knowledge transfer across managers, researchers, clinicians and communities

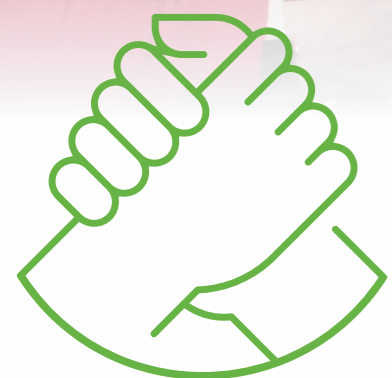
Intellectual property and commercialisation

- Establish and promote systems and processes to support the

development and management of intellectual property and to facilitate the commercialisation of research in collaboration with our research partners

Evidence-based practice

- Promote the use of evidence-based knowledge in conjunction with clinical expertise and patient values to guide health care decisions and practices
- Engage and communicate with relevant stakeholders including staff, patients, family and carers to promote and facilitate the adoption of evidence-based practices



Strategic collaborations

Collaboration is at the core of delivering a research program of international quality. Our collaborative partnerships across educational institutions, research institutes and industry build on the strengths of SWSLHD researchers to meet the needs of the local and global community.



Integrated research across SWSLHD

- Support the expansion of the Ingham Institute at Liverpool as part of the Liverpool Health, Education, Research and Innovation Precinct
- Undertake collaborative planning to develop the Macarthur Medical Research Centre on the Campbelltown Hospital site
- Further develop health and medical research partnerships at Bankstown-Lidcombe Hospital, Fairfield Hospital and Bowral and District Hospitals
- Incorporate flexible research, teaching and education spaces within the capital redevelopments in SWSLHD Hospitals

Academic partnerships

- Create opportunities for existing Research Institutes across Sydney and more broadly to develop collaborations in South Western Sydney

- Develop and / or review funding agreements with University partners to support research in SWSLHD

Industry partnerships

- Develop collaborations with industry partners to create pipelines for research development
- Invest in health research and innovation precincts, including the Western Sydney aerotropolis development, in partnership with Universities, other health services and industry

Multidisciplinary research

- Support and promote the capacity of South West Sydney Research to connect researchers and clinicians and identify research expertise within existing member organisations
- Utilise a range of techniques to support collaboration between clinicians and sites including mentoring, social media platforms, open space technology, participation of academics in clinical meetings, grand rounds and journal clubs

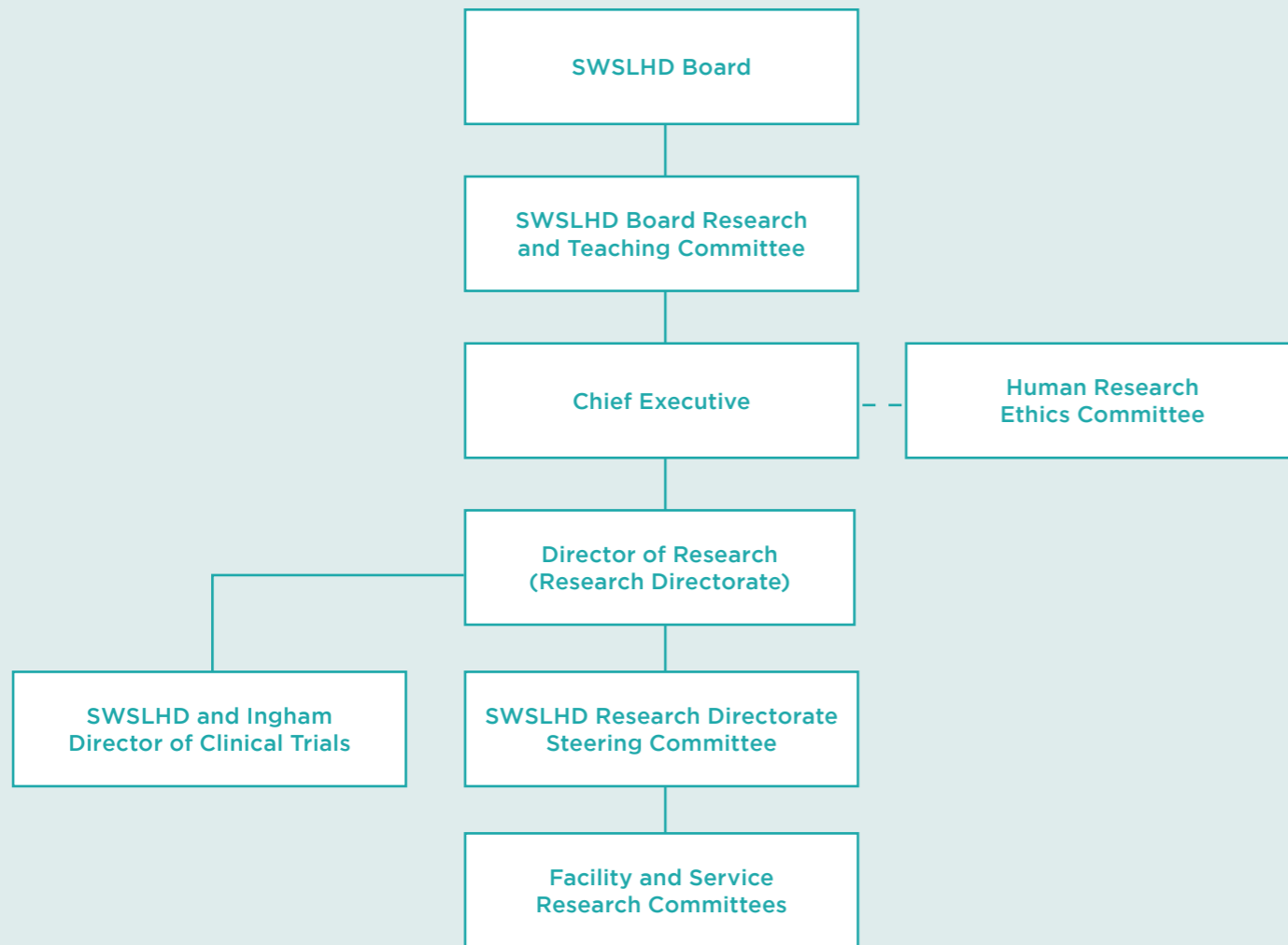
- Expand the membership of Academic Units, Clinical Academic Groups and research networks across sites and disciplines through expressions of interest and through hosting regular, themed networking and collaboration opportunities
- Formalise research relationships and requirements with Affiliated Health Organisations, research institutes and health funded non-government organisations

Statewide, national and global reach

- Actively engage with our partners, including the Office for Health and Medical Research, Agency for Clinical Innovation, Cancer Institute NSW and Clinical Excellence Commission, to link and align research activities with statewide priorities and initiatives of the NSW Ministry of Health
- Enhance strategic national and international research collaborations which benefit SWSLHD and the local population
- Build research networks with the Ministry of Health and health services across NSW to support the development of a robust research culture and improve access to research programs

Governance

The following diagram depicts the research governance structures within SWSLHD. Consistent with the actions outlined earlier, a new SWSLHD Research Directorate Steering Committee will be established to provide stronger links between the individual facilities and services, the Director of Research and the Research and Teaching Committee of the SWSLHD Board.



Implementation and Monitoring

Implementation of the Research Strategy to 2023 is a shared responsibility across SWSLHD. It will be led by the Research Directorate under the leadership of the Director of Research and in collaboration with our partners. The Research Directorate will report on the progress of the implementation to the Research and Teaching Committee which is a sub-committee of the SWSLHD Board.

Implementation will be monitored through a quarterly reporting framework which tracks progress against each action and against the following performance measures.



By 2023 SWSLHD will have achieved an increase in:

- Clinical trials
- People enrolled in clinical trials
- Research partner organisations
- PhD students and Masters by Research students
- Academic Units and Clinical Academic Groups
- Research grants received (by category)
- Research publications (by type and impact factor)
- Researcher satisfaction



Contact our Research Directorate:

We encourage you to contact our Research Directorate if you are interested in research or require information or assistance.

Tel. (02) 8738 8304

Email: SWSLHD-Research
Directorate@health.nsw.gov.au

**[www.swslhd.health.nsw.gov.au/
Research.html](http://www.swslhd.health.nsw.gov.au/Research.html)**

Further copies of this document can be downloaded from the SWSLHD website

www.swslhd.health.nsw.gov.au

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Cover image: South Western Sydney Stroke and Neurology Research Group Associate Professor Dennis Cordato (Academic Head of Stroke Research) and Jasmeen Khan (Stroke Liaison Nurse) reviewing advanced stroke imaging: CT perfusion scan as part of the Tenecteplase versus Alteplase for Stroke Thrombolysis Evaluation (TASTE) Trial.