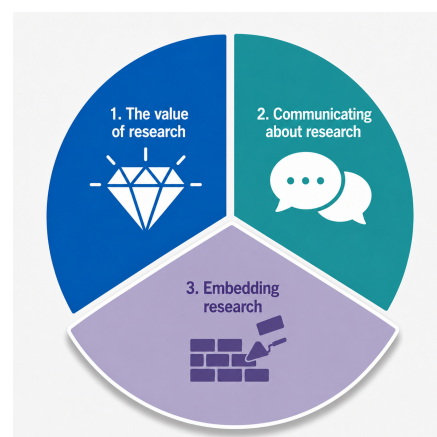


Pathways to embedding research

Embedding research



This document provides information and practical guidance to support health leaders to embed and operationalise research within their health services. Health leaders are the critical enablers to embed research within local health service settings.

The benefits of embedding research

Research-active services are better placed to improve outcomes, build workforce capability, and continuously improve care. Embedding research in clinical services:

- Builds research capability
- Creates a sustainable research culture
- Develops a skilled clinical workforce
- Drives innovation and performance
- Supports evidence-based decisions
- Strengthens service improvement
- Elevates research in priorities and governance

How to embed research

It is important to view embedding research as a long-term investment, with gradual progression and growth. Embedding research requires consistent communication, visible leadership support, alignment with operational priorities, and integration into routine governance and service processes.

- **Start with small steps**, structuring activities and associated timelines based on local resources, contexts and capacity.
- **Leverage existing research supports**, partnerships, and resources where possible.
- **Seek out learnings** from adjacent services that are further ahead in their research journey.

Strategies to assist with embedding research

Communicate Communicating research increases visibility, engagement, and organisational support.	• Embed research into routine communication channels (e.g. emails, newsletters, service updates). • Include research agenda items in team, governance, and leadership meetings. • Encourage staff to attend and share learnings from research meetings, journal clubs, conferences, and symposia. • Share research outcomes and impacts in executive briefings and leadership updates.
Create a research culture Build a culture where research is a core clinical activity.	• Discuss research and quality improvement priorities during operational planning. • Hold regular research and quality improvement planning meetings. • Align research activities with organisational priorities (e.g. quality, safety, innovation, workforce capability). • Include research activities and impacts in organisational reporting and dashboards. • Highlight research achievements, opportunities, and impacts on clinical care.
Link Quality / Service Improvement with Research Use quality improvement activities to grow research engagement and activity.	• Invite researchers to present projects and explain how quality improvement initiatives became research projects. • Encourage staff to identify research questions arising from clinical practice, service gaps, or quality improvement activities.
Share research impact Celebrating and communicating research outcomes demonstrates value and builds engagement.	• Share examples of service improvements informed by research. • Support research-active staff to present project outcomes and clinical impacts through in-services, clinical skilling, or governance meetings. • Highlight research impacts such as improved patient outcomes, workforce capability, or service efficiencies.

Create protected research time Protected time and practical support help staff participate in research activities.	• Allocate small amounts of protected research time or backfill where possible. • Repurpose small portions of existing clinical roles for research activities (e.g. 0.1 FTE). • Partner with universities to engage research students in projects. • Share research funding opportunities with staff. • Explore shared research support positions or collaborative funding models.
Embed research roles and mentorship Ongoing support and mentorship strength research capability and sustainability.	• Establish dedicated research or research support roles. • Create formal research mentorship opportunities. • Appoint a research and quality improvement portfolio lead within the team. • Include research and quality improvement as standing staff meeting agenda items. • Recruit staff with research experience or qualifications where possible.
Empower and support staff Supporting clinicians to engage in research helps drive innovation and better care.	• Include research and quality improvement discussions in annual PDPs. • Encourage staff to attend research and research translation training opportunities. • Support staff to identify and connect with research mentors.
Networks, partnerships, and research support Strong partnerships and support networks help reduce barriers to research engagement.	• Engage with local research networks and collaborative groups. • Build partnerships with academic and industry organisations. • Access internal research supports (e.g. statistics, ethics, governance, research development). • Invite research support teams, ethics offices, and librarians to present available services and supports. • Share information about research opportunities, training, and funding.
Take a QH-TRIP Building research translation capability supports implementation of evidence into practice.	• Refer team members to the QH-TRIP website and telementoring program. • Start a journal club to encourage conversations about research translation. • See the TREAT Journal Clubs for more information.