Table of Contents

Foreword ............................................................................................................................. 1

1. Purpose ........................................................................................................................... 2

2. Background ..................................................................................................................... 2
   2.1 Historical Perspective ........................................................................................................ 2

3. Opportunity ..................................................................................................................... 2
   3.1 Sunshine Coast Academic Research Centre, Nambour .................................................. 2
   3.2 Skills Academic and Research Centre Facility ............................................................... 2
   3.3 Integration of Research, Education and Patient Care .................................................... 3

4. Considerations and Limitations .................................................................................... 4
   4.1 Governing Committees .................................................................................................. 4
   4.2 Research Principles ...................................................................................................... 4
   4.3 Fields of Research ....................................................................................................... 5
   4.4 Health Services Research ........................................................................................... 5
   4.5 Research Methodologies ............................................................................................. 5
   4.6 Design of SCUH Research Facilities ........................................................................... 6
   4.7 Risks with Execution of the Research Strategy ............................................................ 7

5. Research Goals, Objectives and Strategies ................................................................. 8
   Goal 1 – SCHHS Research Governance ........................................................................... 8
   Goal 2 – SARC Research Governance ............................................................................. 9
   Goal 3 – Research Culture ............................................................................................... 10
   Goal 4 – Research Support and Infrastructure .................................................................. 11
   Goal 5 – Clinical Trials Unit ............................................................................................ 12
   Goal 6 – External Collaborations ..................................................................................... 13
   Goal 7 – Research Ethics ................................................................................................. 14
Foreword

Research is a fundamental building block of an academic institution. It drives innovative culture. It attracts workforce that has the necessary characteristics to drive excellence in education, successful development of new models of care and enhancing clinical standards generally. Perhaps most significantly, a well developed research program creates a sense of inter-disciplinary collaboration that is essential to meeting the changing needs of the population.

The Sunshine Coast Hospital and Health Service (SCHHS) Research Strategic Plan has been developed under the auspices of the Research Committee and the process has involved wide ranging consultation throughout the organisation. The plan builds on the current strong track record of achievements, predominantly in clinical trials. The path for integrating research as a building block of the new Sunshine Coast University Hospital (SCUH) is described. The intended outcome envisages SCUH as serving the local population by provision of clinical leadership and an authoritative academic point of reference to all other providers of health care within the Sunshine Coast and Gympie regions but also beyond.

Innovation is crucial to delivering the most effective health system in the contemporary context. The Research Strategic Plan 2013-2016 will strongly encourage this key ingredient and facilitate other strategic objectives within the SCHHS. The result will be internationally leading quality care for all who rely upon the SCHHS.

Associate Professor Nicholas Gray
Chair
SCHHS Research Committee
1. Purpose
This document details the overall strategic vision and goals for research in the Sunshine Coast Hospital and Health Service (SCHHS), 2013-2016.

Research has been identified as an area of significant growth in the SCHHS and is a key component in transforming this Health Service into a true tertiary provider of health care. The purpose of this document is to provide direction for expanding research capabilities, highlighting the milestones that will be essential in creating an academic centre of excellence that incorporates the Sunshine Coast Academic Research Centre, Nambour (to be commissioned in 2013) and the Sunshine Coast University Hospital with its associated Skills Academic and Research Centre (to be commissioned in 2016).

2. Background
A significant and nationally/internationally recognised research presence is necessary for the creation of an organisational culture that results in innovation, pursuit of knowledge and ultimately optimal patient care. Research constitutes core business for this Health Service as detailed in the SCHHS Interim Strategic Plan: 2012-16:

Objective 5, Strategy 1 – Research, education and training across all disciplines focused on health outcomes for residents of the Sunshine Coast Hospital and Health Service; and

Objective 5, Strategy 2 – Integrated research and educational services across all streams and facilities.

The SCHHS recognises there are three essential elements of this vision:

- providing outstanding patient care;
- developing new knowledge, through research, to contribute to regional, national and international improvements in evidence based patient care; and
- education of the next generations of staff that fosters the integration of research into patient care.

2.1 Historical Perspective
The SCHHS has participated in research activity for more than 25 years. This has predominantly consisted of multi-centre clinical trials, observational studies and registries. More recently there has been an increase in investigator initiated and locally led, multi-centre collaborative research. The fields of research and methodologies employed have generally been dependent upon the interests and expertise of the lead clinicians, and not influenced by any overarching SCHHS research agenda. Of the disciplines involved in research within the SCHHS to date, no defined research strategy has been identified.

3. Opportunity
The SCHHS is an expanding Health Service with a commitment to building new research facilities over the next few years. The expansion of the Health Service presents a unique opportunity to pursue and grow research activity in a number of strategically chosen areas, identified with regard to prevailing trends and opportunities, existing local capability and availability of external funding sources.

3.1 Sunshine Coast Academic Research Centre, Nambour
The Sunshine Coast Academic Research Centre, Nambour (SCARC, Nambour) is a partnership between the University of Queensland, SCHHS and University of the Sunshine Coast which will result in the development of a teaching and research hub situated opposite Nambour General Hospital by the end of 2013. The facility will incorporate lecture rooms and office space for University and SCHHS researchers and will promote integration and collaboration across teaching and research activities.

3.2 Skills Academic and Research Centre Facility
Research is a key component of the Sunshine Coast University Hospital (SCUH) vision: “Provision of excellent care through collaboration, enquiry and education”. In line with this vision, the Skills Academic and Research facility (SARC) will be an integrated and comprehensive education, skills training and research centre for health professionals, non clinical staff and vocational students. The aim of the centre is to foster integration, collaboration and teamwork across education, research and patient care. Not only will SARC
assist in educating the new workforce it will continue to provide professional and skills development for existing staff, thereby enhancing the quality of patient care.

Multiple stakeholders will occupy SARC when it opens with the SCUH in 2016, with discussion between the following partners currently underway:

- Sunshine Coast Hospital and Health Service (SCHHS);
- University of Sunshine Coast (USC);
- Other Universities; and
- Sunshine Coast TAFE.

The SARC collaborative forms a key component of the SCUH project. Collectively, the stakeholders will be referred to as Foundation Members and all Foundation Members will be signatories to a Commitment Deed which binds participants to the SCUH procurement process and provides a framework for the development and future operating model of the SARC.

This health precinct, situated on a new site at Kawana, will become the central hub for future research activities in the SCHHS following completion in 2016.

3.3 Integration of Research, Education and Patient Care

The SCHHS, utilising the benefits of the SCARC (Nambour), SCUH and SARC facilities, has a unique opportunity to promote the integration of research and education into patient care. The integration of these three elements will provide a fertile environment in which students and clinicians can apply state of the art knowledge from the laboratory, to the classroom, to the bedside, Figure 1.

More specifically, with the development of SCUH and SARC, the SCHHS will be able to offer a number of significant features to further local research efforts:

- A new tertiary hospital facility (SCUH) with a catchment population in excess of the Sunshine Coast base population of 434,000 by 2016, and 477,000 by 2021.
- The ability to attract high calibre clinicians, with varied research interests, supported by a culture that encourages research as part of core business.
- A dedicated world class education and research facility (SARC) on the same campus and closely integrated with the SCUH.
The commitment and collaboration of major tertiary education providers in the one facility (SARC) creating an environment that encourages multi-institutional/collaborative research.

Contemporary information and communication technology.

The opportunity for a multi-disciplinary approach to health research and the application and translation of research findings directly to patient care.

The potential for collaborative funding applications for major research and, in the future, the establishment of a Centre of Research Excellence.

Shared infrastructure and resources.

The recruitment and retention of researchers is essential to the growth of research in the SCHHS. Figure 2 illustrates the integral role that staffing has in the improvement of patient care outcomes, teaching, service delivery and research.

4. Considerations and Limitations

It is essential that the design and delivery of research facilities within the Sunshine Coast Hospital and Health Service be able to support a variety of methodologies and researcher interests. Underpinning this is a range of considerations and limitations that may define the future scope or direction of research initiatives in this Health Service.

4.1 Governing Committees

In 2010 the SCHHS established a Research Committee to plan the strategic development of research and establish governance structures and standards for the conduct of research activities in this Health Service. In 2011 SARC established a Research Committee within the SCUH governance structures, its role to advise the SCUH project on the planning of research facilities and the development of protocols, procedures and frameworks to guide research activities within the SARC. Both the SCHHS Research Committee and the SARC Research Committee have the same chair and presently run in parallel.

4.2 Research Principles

The SCHHS is required to follow a number of key guiding principles when generating a research strategy and governance framework. These include the following key documents and frameworks:

- National Health and Medical Research Council (NHMRC) “Australian Code for the Responsible Conduct of Research” 2007
- NHMRC “National Statement on Ethical Conduct in Human Research” 2007
- NHMRC “Research Governance Handbook” 2011
- Therapeutic Goods Administration Guidelines for Good Clinical Practice
- Queensland research and development investment strategy 2010 - 2020
- Research for a healthier future: 2020 Health and Medical Research and Development Strategy
4.3 Fields of Research
The identification of specific fields of research that will take place within the SCHHS in the future is currently challenging. It may be influenced by a number of factors including but not limited to:
- Academic interests of clinicians yet to be recruited and the timing of their recruitment;
- The strategic research priorities of the SCHHS and academic partners;
- Access to funding;
- Infrastructure; and
- Research support expertise.

At this early stage it would be prudent to remain opportunistic and inclusive, rather than exclusive. However the local demographic would suggest there are five main areas of research that are likely to emerge:
- Aged care;
- Cancer care;
- Chronic disease;
- Cardiovascular disease; and
- Rural health and outreach care.

These research areas are in line with the Queensland Health Strategic Research Priorities and the national research priorities for publicly funded research set forth by the Federal Department of Industry, Innovation, Science, Research and Tertiary Education.

The SCHHS Executive and Research Committee recognise the need to establish a marketable brand that defines research activity in this Health Service. The Research Committee will oversee a process for refining the fields of research and clinical areas that will form the basis for the development of a brand. Future marketing strategies can then leverage off this brand to attract research staff, collaborations and funding.

4.4 Health Services Research
The recently released Australian Strategic Review of Health and Medical Research by the Commonwealth in February 2013 emphasises the need to pursue priority areas for research in Australia. This corresponds to the approach encapsulated in this plan. Furthermore, the review highlighted a pressing need to increase national capability to conduct health services research, which incorporates both the ability to innovate and improve patient care, while at the same time optimising efficiencies in health care provision or delivery.

The SCHHS has a solid foundation of clinician involvement in health services research, with ongoing clinician-led planning for design and clinical service provision at the new Sunshine Coast University Hospital. This represents a unique opportunity that should be built upon, especially since health services research has been recognised as a national priority and is likely to generate significant funding opportunities in the near future.

4.5 Research Methodologies
The research methodologies which will be adopted in the future will likewise be influenced by the factors described in 4.3. However it can be predicted with some degree of confidence that the following types of research will be conducted:
- Bench top research relying on access to wet labs.
- Clinical drug and device trials.
• Translational research such as interventional studies.
• Observational research, registries and audit.
• Epidemiological research.
• Comparative Effectiveness Research.

The relationship between fields of research and research methodologies that may exist in the SCHHS in the future can best be viewed as a complex interwoven matrix where all methodologies can be applied across any field of research to identify best-practice and evidence-based patient care (Figure 3).

4.6 Design of SCUH Research Facilities

A broad approach to the design of research facilities within SCUH/SARC has been adopted with the aim of increasing the spectrum of research activities that may be possible within the SCHHS. The new research facilities will enable this Health Service to accommodate most types of research activity from 'bench-top to bedside' and from 'bedside to curb side'.

The following research facilities are planned and provided for within SCUH and SARC:
• Wet laboratories;
• Library facilities;
• Workspace for dedicated and temporary researchers;
• Meeting and conference facilities;
• Simulation suites (allowing research into education and clinical effectiveness of new technologies)
• Clinical research facilities strategically located throughout SCUH; and
• Information technology and access to health information to support research activities.

It is important to recognise that the SCHHS will not have facilities to house animals for research. However, animal research may be conducted in collaboration with external research partners.
4.7 Risks with Execution of the Research Strategy

The execution of this research strategy has associated risks that may impact on the success of the strategy and deliverables:

1. Access to appropriate funding enhancements, which are intended to be provided in a gradual but proactive manner.
2. Lack of sufficient expertise/knowledge and support internally and an inability to procure necessary support externally.
3. Inability to engage a critical mass of staff to cause a cultural shift, necessary to the success of a research oriented organisation.
4. Lack of ability to analyse data at an expert level that is necessary to support clinicians and clinical practice.
5. Uncertainties about the future of SCUH and links with Universities (especially medical) which may preclude necessary workforce procurement in time.

These main risks are managed through the operational-level strategy encapsulated in the following pages.
5. Research Goals, Objectives and Strategies

The SCHHS Executive and Research Committee have adopted seven high level strategic goals for research which capture the scope of development that is considered essential in preparing the SCHHS for the future growth of research activity. These strategic goals are bound by the opportunities, considerations and limitations outlined above. Executive support in achieving these goals represents an investment in the future of the SCHHS that will result in longer term benefits. These benefits include an enhanced reputation of the Health Service as a centre for research excellence; an ability to attract and retain high calibre research staff with existing research profiles; an ability to attract research funding from major national and international grant schemes and collaborators; an ability to translate research into education and skills development; and adoption of leading methodology and evidence-based practice in health care.

The SCHHS recognises that the growth and strategic development of research will extend beyond the transition into SCUH and SARC in 2016. The SCHHS will need to capitalise on future developments to maximise the potential for improving health care for all patients across the Sunshine Coast.

### Goal 1 – SCHHS Research Governance

**Governing principles and procedures for the approval, management and monitoring of research across all areas and facilities in the SCHHS**

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategies</th>
<th>Accountability</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Develop a governance model appropriate to the management of research in the SCHHS</td>
<td>• Develop a reporting structure that ensures the SCHHS Research Committee (RC) has a direct reporting line to the Leadership Team and Executive</td>
<td>Executive &amp; RC</td>
<td>Short-term</td>
</tr>
<tr>
<td></td>
<td>• Establish a Research Governance and Development Unit (RGDU) which is responsible for overseeing/managing all aspects of governance, support and development, under the direction of the Research Committee</td>
<td>Executive &amp; RC</td>
<td>Short-term</td>
</tr>
<tr>
<td></td>
<td>• Appoint a Manager Research Governance and Development to lead this unit and ensure all recommendations from Executive and the Research Committee are actioned. If appropriate, appointment to this position may be based on a revision of the existing Business Coordinator Research position</td>
<td>Executive &amp; RC</td>
<td>Short-term</td>
</tr>
<tr>
<td></td>
<td>• Work with education, training and staff development sectors to ensure an inclusive and collaborative governance framework across all areas of education and research within the SCHHS</td>
<td>Executive &amp; RC</td>
<td>Medium-term</td>
</tr>
<tr>
<td>1.2 Improve Research Governance approval processes</td>
<td>• Provide education on research governance requirements to ensure all Research Governance applications are complete at the time of submission. This may include education/information provided by a research website or through seminars conducted by the Research Governance and Development Unit</td>
<td>RGDU</td>
<td>Immediate &amp; ongoing</td>
</tr>
<tr>
<td></td>
<td>• Establish processes for the legal review and approval of research contracts</td>
<td>Executive</td>
<td>Short-term</td>
</tr>
<tr>
<td></td>
<td>• Maintain effective Executive authorisation processes to ensure applications continue to be approved within recommended timeframes</td>
<td>Manager RGDU</td>
<td>Ongoing</td>
</tr>
<tr>
<td>1.3 Improve financial management of all research to ensure accountability and transparency of financial outcomes</td>
<td>• Develop a financial management model which clearly describes the roles and accountabilities of Business Services Managers, Finance Department, Principal Investigators and Clinical Trials Staff in the development of research budgets and management of research cost centres</td>
<td>Finance, BSMs, RGDU, Investigators</td>
<td>Short-term</td>
</tr>
<tr>
<td></td>
<td>• Establish a cost centre structure to reflect the financial management model</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Develop procedures to ensure appropriate personnel receive regular cost centre reports and have access to meetings with Business Managers/Finance</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Develop finance tables to facilitate the development of budgets in relation to expected costs for pathology, radiology, pharmacy and other supporting departments</td>
<td>Finance, BSMs, RGDU, Investigators</td>
<td>Medium-term</td>
</tr>
<tr>
<td></td>
<td>• Develop a reporting strategy and templates to ensure proposed budgets are reconciled against actual expenditure</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Establish governance monitoring procedures to ensure the financial management model is implemented and maintained</td>
<td>Manager RGDU</td>
<td>Medium-long term</td>
</tr>
</tbody>
</table>
### Goal 1 – SCHHS Research Governance (Continued)

**Governance principles and procedures for the approval, management and monitoring of research across all areas and facilities in the SCHHS**

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategies</th>
<th>Accountability</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.4</td>
<td>Ensure all research is conducted according to guiding legislation, policy and principles</td>
<td>Manager RGDU</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>• Continue to review all Research Governance submissions to ensure legal, indemnity, finance and legislative requirements have been met</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Conduct audits and monitoring visits on research authorised to commence in the SCHHS to ensure all research is conducted in accordance with</td>
<td>Manager RGDU</td>
<td>Long-term</td>
</tr>
<tr>
<td></td>
<td>NHMRC National Statement on Ethical Conduct in Human Research and HREC/Governance approvals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.5</td>
<td>Develop procedures appropriate to the management of research in the SCHHS</td>
<td>Manager RGDU</td>
<td>Short-medium term</td>
</tr>
<tr>
<td></td>
<td>• Develop procedural documentation and guidelines to address the following governance issues:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. Approval to conduct research</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Model for financial management of research</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Complaints and research misconduct</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Monitoring of approved research</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Standard operating procedures for research governance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Goal 2 – SARC Research Governance

**Governance framework for the management of research activities within SARC**

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategies</th>
<th>Accountability</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Develop governance principles appropriate to the management of research within SARC</td>
<td>RC &amp; SARC-RC</td>
<td>Medium-long term</td>
</tr>
<tr>
<td></td>
<td>• Review research governance models appropriate to a multi-institutional facility to identify the most appropriate governance model</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>for research activities undertaken within SARC</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Consider the appropriateness of maintaining separate SCHHS Research Committee (RC) and SARC Research Committee (SARC-RC)</td>
<td>RC &amp; SARC-RC</td>
<td>Medium-long term</td>
</tr>
<tr>
<td></td>
<td>• Work with education, training and staff development sectors to ensure an inclusive and collaborative governance framework across all areas of</td>
<td>RC &amp; SARC-RC</td>
<td>Medium-long term</td>
</tr>
<tr>
<td></td>
<td>teaching and research within SARC</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Goal 3 – Research Culture
Strong research culture within all departments and facilities in the SCHHS

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategies</th>
<th>Accountability</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Develop a marketable brand for research</td>
<td>• Identify clinical areas and fields of research that will form the basis for the future direction of research in the SCHHS  &lt;br&gt;• Establish a brand based on defined clinical areas and fields of research and develop a marketing plan to promote the SCHHS research brand</td>
<td>RC</td>
<td>Short-term</td>
</tr>
<tr>
<td>3.2 Implement a top-down approach to developing a research culture</td>
<td>• Establish core operational research support positions and infrastructure to facilitate the development of research across all SCHHS departments  &lt;br&gt;• Encourage and support departments in establishing positions that incorporate dedicated research time, appropriate to the position and department  &lt;br&gt;• Foster the implementation/translation of research outcomes into clinical practice by including research outcomes in departmental key performance indicators</td>
<td>Executive, RC, Communications</td>
<td>Medium-term</td>
</tr>
<tr>
<td>3.3 Encourage service lines to integrate research into service activities</td>
<td>• Actively discuss proposed research, encourage new research ideas, and identify ways of translating research outcomes at departmental meetings  &lt;br&gt;• Encourage and support staff in the development and undertaking of research by allowing time to be directed toward research activities as appropriate for the position and department  &lt;br&gt;• Incorporate research as a core component of role descriptions and the recruitment process, as appropriate for the position  &lt;br&gt;• Ensure research outputs are assessed as part of individual PADs, as appropriate for the position and in line with role descriptions  &lt;br&gt;• Appoint research leaders within health and operational streams to foster research ideas and mentor new researchers</td>
<td>Directors / Managers</td>
<td>Short-term</td>
</tr>
<tr>
<td>3.4 Market and promote research activities and outputs to increase the profile of research within the SCHHS</td>
<td>• Organise Research Days aimed at encouraging SCHHS researchers to showcase their work and facilitating networking among local researchers and external collaborators  &lt;br&gt;• Develop an annual SCHHS Research Report to convey research outputs (eg publications, presentations, grants, approved research)  &lt;br&gt;• Promote research activities through articles and newsletters (eg SCOOP, Wishlist, E-weekly announcements) and departmental forums</td>
<td>Manager RGDU</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Goal 4 – Research Support and Infrastructure

Viable and sustainable solutions to research support and infrastructure needs

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategies</th>
<th>Accountability</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4.1 Increase support for SCHHS researchers</strong></td>
<td>• Appoint key operational research personnel to support basic research needs, including: 1. Research Officer – to provide advice on methodology and statistical analysis, grant applications, publications, and ethics applications; and to mentor novice researchers 2. Clinical Trials Manager – to manage human and financial resources in clinical trials and facilitate growth of the trials unit 3. Research Administrator – administration support for research governance and development 4. Legal Support – development and management of research contracts and agreements 5. Finance Support – business management to support revenue and cost recovery functions 6. Biostatistician – to provide high level statistical advice and support to researchers to foster a culture of publication and output 7. Research Coordinators – to support and manage clinical research/clinical trials within departments 8. Other positions deemed essential in ensuring appropriate support for SCHHS researchers</td>
<td>Executive, RC &amp; Manager RGDU</td>
<td>Short term</td>
</tr>
<tr>
<td></td>
<td>• In the absence of a Biostatistician, identify solutions for accessing statistical support to assist staff with analysis and publication of research results</td>
<td>RC &amp; Manager RGDU</td>
<td>Short-term</td>
</tr>
<tr>
<td></td>
<td>• Establish a mentor program and research working groups to foster the development of new researchers and research ideas</td>
<td>RC &amp; RGDU</td>
<td>Medium-long term</td>
</tr>
<tr>
<td><strong>4.2 Establish resources and materials to guide SCHHS researchers</strong></td>
<td>• Develop and maintain a Research Website that provides researchers with information on: governance and ethics, funding opportunities, support staff and infrastructure, current research, education and training opportunities, and Research Committee</td>
<td>Manager RGDU &amp; Communications</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td>• Develop a suite of easy reference materials to support new researchers, including: 1. Tips for completing ethics and governance applications 2. How to write a patient information sheet and consent form 3. How to write a research protocol 4. How to manage version control on documents</td>
<td>Manager RGDU &amp; Research Officer</td>
<td>Short-medium term</td>
</tr>
<tr>
<td><strong>4.3 Improve infrastructure to support existing research and the future growth of research</strong></td>
<td>• Identify avenues of funding to enhance research infrastructure (eg centrifuge for clinical trials) and generate applications as appropriate, including PPTF and Wishlist</td>
<td>RC &amp; Manager RGDU</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>4.4 Promote and encourage access to research funding through PPTF, Wishlist Foundation, and external revenue sources</strong></td>
<td>• Identify potential sources of research grant funding and develop a register that can be accessed by all staff</td>
<td>Manager RGDU &amp; Research Officer</td>
<td>Short-medium term</td>
</tr>
<tr>
<td></td>
<td>• Actively promote available grants through the Research Governance and Development Unit and Departments</td>
<td>RC, RGDU &amp; Directors / Managers</td>
<td>Short term</td>
</tr>
<tr>
<td></td>
<td>• Provide governance for Wishlist’s Research Grants that is effective and fair to all SCHHS researchers</td>
<td>RC</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
Goal 5 – Clinical Trials Unit
Reputable Clinical Trials Unit incorporating all clinical trials areas

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategies</th>
<th>Accountability</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Establish a functional and productive Clinical Trials Unit with best practice governance and management structures</td>
<td>• Formalise a Clinical Trials Unit within the SCHHS that incorporates all areas currently involved in clinical trials</td>
<td>RC, Manager RGDU, Clinical Trials Manager</td>
<td>Short-term</td>
</tr>
<tr>
<td></td>
<td>• Establish financial management principles and practices to ensure accountability and transparency with research funds, including use of roll-over funds</td>
<td>Finance/Clinical Trials Manager</td>
<td>Short-term</td>
</tr>
<tr>
<td></td>
<td>• Develop and implement a viable and sustainable model for staffing clinical trials taking into consideration appointment levels and streams (e.g. nursing, data management) and the variable nature of the clinical trials environment</td>
<td>Clinical Trials Manager</td>
<td>Short-term</td>
</tr>
<tr>
<td></td>
<td>• Review training and education of clinical trials staff to ensure staff meet the minimum requirements for their position</td>
<td>Clinical Trials Manager</td>
<td>Short-term</td>
</tr>
<tr>
<td></td>
<td>• Recruit and appoint clinical trials staff according current policy and procedure, ensuring fairness for all staff</td>
<td>Clinical Trials Manager</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>• Identify and implement appropriate reporting lines for the Clinical Trials Unit, including reporting to Manager Research Governance and Development; Director Nursing Education, Staff Development and Research; Principal Investigators; Finance</td>
<td>Clinical Trials Manager</td>
<td>Short-term</td>
</tr>
<tr>
<td>5.2 Foster the establishment of clinical trials in areas not currently involved in this type of research</td>
<td>• Develop processes for new clinical areas to be incorporated into the Clinical Trials Unit, with shared staffing and resources as appropriate</td>
<td>Clinical Trials Manager</td>
<td>Medium-term</td>
</tr>
<tr>
<td></td>
<td>• Establish a culture that encourages and permits the sharing of knowledge, expertise and skill among trials staff across all departmental areas</td>
<td>Clinical Trials Manager</td>
<td>Short-term</td>
</tr>
<tr>
<td>5.3 Grow clinical trials in the SCHHS</td>
<td>• Source new trials/clinical research through networking and attendance at appropriate state and national meetings</td>
<td>Clinical Trials Manager</td>
<td>Medium-term</td>
</tr>
<tr>
<td></td>
<td>• Promote the SCHHS Clinical Trials Unit through appropriate avenues (e.g. contract research organisations and sponsors; web-based promotion through connectclinical.com.au)</td>
<td>Clinical Trials Manager</td>
<td>Medium-term</td>
</tr>
</tbody>
</table>
## Goal 6 – External Collaborations
Partnerships and collaborations with external groups to enhance research capability

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategies</th>
<th>Accountability</th>
<th>Timeframe</th>
</tr>
</thead>
</table>
| 6.1 Increase collaborations with Universities and TAFE to strengthen SCHHS partnerships with Foundation Members of SARC | • Establish conjoint appointments with University partners and TAFE across all health and support disciplines, as appropriate  
• Encourage the development of multi-institutional research through collaborative projects  
• Support the establishment of multi-institutional research centres (e.g. USC-SCHHS Cluster for Health Improvement) and encourage staff to become members of these centres  
• Establish standardised research agreements to facilitate approval of multi-institutional research programs  
• Identify areas of expertise provided by University partners and TAFE that complement the expertise of SCHHS researchers | RC, RGDU                | Ongoing                       |
|            |                                                                                                                                                                                                          | RC & Research Officer   | Short-term & ongoing          |
|            |                                                                                                                                                                                                          | Manager RGDU            | Medium-term                   |
| 6.2 Establish collaborations with other external research groups | • Generate a list of other external organisations and institutions with research expertise  
• Foster relationships with these external organisations to facilitate future research collaborations | RC & RGDU                | Medium-term                   |
| 6.3 Promote the SCHHS to potential researchers and institutions | • Identify avenues to advertise and promote SCHHS research and SARC activities  
• Ensure new role descriptions that include research responsibilities promote the benefits and opportunities that will be available through SARC | Executive, RC, UQ, USC, TAFE | Short-medium term            |
|            |                                                                                                                                                                                                          | Directors / Managers    | Medium term                   |
## Goal 7 – Research Ethics
Local ethical review processes for SCHHS research

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategies</th>
<th>Accountability</th>
<th>Timeframe</th>
</tr>
</thead>
</table>
| 7.1 Establish local ethical review processes appropriate to the immediate context of the SCHHS | • Enhance relationships with existing HRECs currently responsible for reviewing SCHHS research (e.g. RBWH and Prince Charles)  
• Investigate the feasibility of a Low and Negligible Risk (LNR) review committee within the SCHHS  
• Where a LNR review committee is deemed feasible:  
  1. Identify and appoint staff knowledgeable in the NHMRC National Statement on Ethical Conduct in Human Research to the LNR committee  
  2. Develop procedures, processes, templates and other necessary documentation for the effective administration of a LNR review committee  
  3. Educate staff on the availability of the LNR committee and the processes for accessing this committee | Manager RGDU | Ongoing  
Manager RGDU | Short-medium term  
RC & Manager RGDU | Medium-term |
| 7.2 Establish local ethical review processes appropriate to the longer-term context of the SCHHS and SARC | • Investigate the feasibility of a multi-institutional ethical review committee with the SARC Foundation Members to ensure multi-institutional research can be approved by a single HREC  
• Partner with existing HRECs (where possible) to facilitate the development of knowledge among local staff with regards to requirements for establishing a fully certified HREC, including:  
  1. Having a local representative as a member of another HREC  
  2. Conducting site visits to Queensland Health and Uni HRECs to review procedures and requirements  
• Identify and appoint members to a Sunshine Coast Hospital and Health Service Human Research Ethics Committee  
• Develop procedures, processes, templates and other necessary documentation to meet the National Health and Medical Research Council reporting and monitoring requirements for certified HRECs  
• Educate staff on the availability of a local HREC and the processes for accessing this committee | Manager RGDU | Medium term  
Manager RGDU | Medium term  
RC | Long-term  
Manager RGDU | Long-term  
Manager RGDU | Long-term |