

Sunshine Coast Hospital and Health Service Research Strategic Plan (2016-2021)



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Sunshine Coast Hospital and Health Service (SCHHS) Research Strategic Plan 2016-2021

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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-professional 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, Transition program, and involved wide ranging consultation throughout the organisation. The plan builds on the strong track record of achievements over the last 5 years. The path for integrating research as a building block of the new Sunshine Coast Public University Hospital (SCPUH) is described. The intended outcome envisages SCPUH 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 2016-2021 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

Purpose

This document details the overall strategic vision and goals for research in the Sunshine Coast Hospital and Health Service (SCHHS), 2016-2021. The document builds on the previous Research Strategic Plan (2013-2016) by identifying ongoing opportunities for strategic development and increased research capability.

Research has been identified as an area of significant growth in the SCHHS and is a key component in transforming this Hospital and Health Service into a tertiary provider of health care. Integral to this transformation is the establishment of the new Sunshine Coast Public University Hospital (SCPUH) and associated Skills, Academic and Research Centre (SARC) to be commissioned in 2016.

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 SCPUH and SARC facilities.

SCHHS Vision for research

Research constitutes core business for the Hospital and Health Service as detailed by the following objectives in the *SCHHS Strategic Plan 2013-2017*^[15]:

- Objective 3.4: Collaborate with our academic and research partners to optimise the transferral of knowledge into improved health outcomes.
 - 3.4.1 Manage and deliver the design, construction and commissioning of the Skills, Academic and Research Centre to facilitate improvements in clinical practice and workforce development.
 - 3.4.2 Increase the number of funded and collaborative research and evaluation projects.
- Objective 5.3: Encourage staff professional growth and development relevant to their role, future aspirations and organisational requirements fostering and enhancing an interdisciplinary approach.
 - 5.3.4 Grow clinical education and research capability to enable workforce development and retention.

The creation of an organisational culture that combines innovation and pursuit of knowledge into best practice patient care is critical to the development of a significant and internationally recognised research presence. The SCHHS acknowledges 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 practice; and
- Mentoring and education of the next generations of staff that fosters local research capability.

Governing principles

SCHHS Research Committee

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 Hospital and Health Service. The Research Committee will continue to oversee the strategic development of research in the SCHHS, with the Terms of Reference for the Research Committee articulating the Committee's responsibility in implementing the Research Strategic Plan.

Standards and guidelines

The SCHHS is required to follow a number of key standards and guidelines in relation to all research activity:

- SCHHS Strategic Plan 2013-2017 ^[15]
- SCHHS Education and Training Strategy 2016-2018
- National Health and Medical Research Council (NHMRC) "Australian Code for the Responsible Conduct of Research" 2007 ^[9]
- NHMRC "National Statement on Ethical Conduct in Human Research" 2007 ^[10]
- NHMRC "Research Governance Handbook" 2011 ^[11]
- Therapeutic Goods Administration Guidelines for Good Clinical Practice ^[16]
- Department of Health Standard Operating Procedures for Queensland Health HREC Administrators 2013 ^[3]
- Department of Health Standard Operating Procedures for Queensland Health Research Governance Officers 2013 ^[4]
- National Accreditation Standards.

In addition, as a Queensland public health institution, research activity conducted in the SCHHS is governed by legislation, most commonly:

- *Hospital and Health Boards Act 2011* ^[6]
- *Information Privacy Act 2009* ^[7]
- *Public Health Act 2005* ^[12]
- *Guardianship and Administration Act 2000.* ^[2]

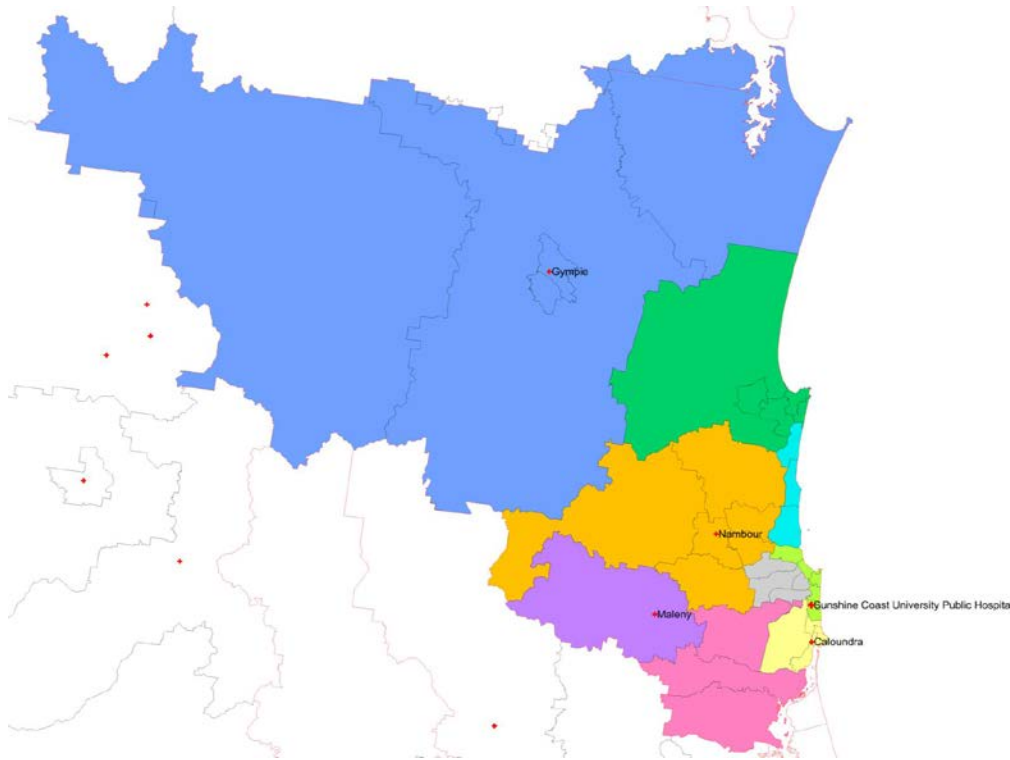
The governing principles outlined above have been considered in the development of this document and the goals, objectives and strategies detailed herein.

Profile of SCHHS

Geographical profile

The SCHHS covers the areas of both the Sunshine Coast and Gympie Regional Councils. The Hospital and Health Service boundaries extend from the north of Gympie to Tin Can Bay, Rainbow Beach and Kilkivan to south of Caloundra. The area includes both densely populated urban communities as well as regional communities.

Figure 1: Sunshine Coast Hospital and Health Service boundaries



Source: Queensland Department of Health, Service Needs, Access and Planning Branch, Health Data Analysis and Modelling, March 2015. http://qheps.health.qld.gov.au/ppb/html/ppb_plandataresources_home.htm HSRAM

Population profile

The estimated resident population for the SCHHS in 2013 was 378,579, or approximately 8 per cent of the Queensland state’s population (refer Table 1). By 2026 the population is projected to increase to 497,397 residents. This is an anticipated increase of 31 per cent for the 13 year period, or an annual growth rate of 2.1 per cent (refer Table 2).

The age group of 45-64 years accounted for the highest proportion of residents in 2013 at 28 per cent of the total SCHHS population, decreasing marginally to 25 per cent by 2026. The age group of 80+ years accounted for 5 per cent of the total SCHHS population in 2013, increasing to 18 per cent in 2026. The age groups with the highest projected growth over the 13 year period are 65-74 years and 80+ years, increasing by 54 and 83 per cent respectively between 2013 and 2026. Figure 2 provides a graphical representation of the estimated population change from 2013 to 2026.

Table 1: Queensland and SCHHS Total Population, All Ages - 2013 to 2026

Year	QLD Total pop ⁿ	SCHHS Total pop ⁿ	SCHHS pop ⁿ as % of QLD pop ⁿ
2013	4,656,803	378,579	8%
2026	6,007,578	497,397	8%

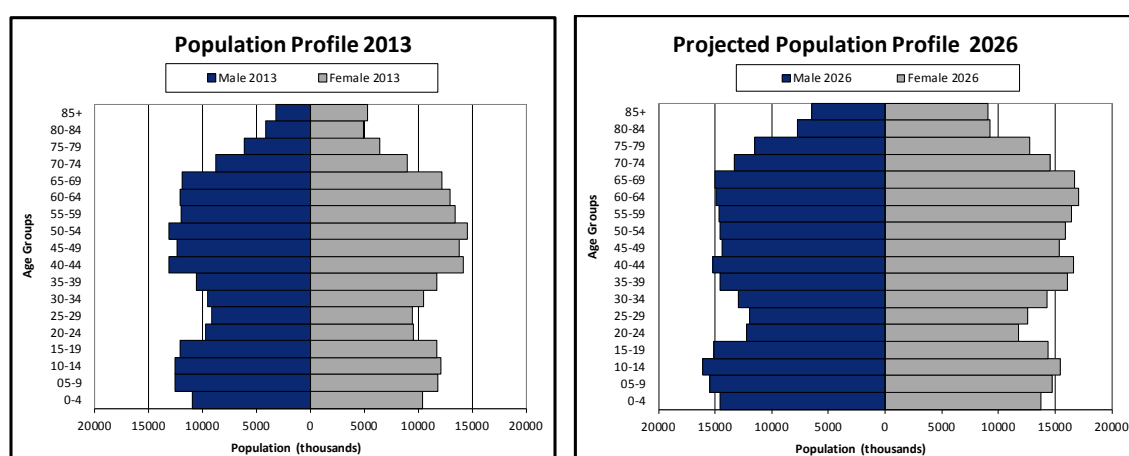
Source: Australian Bureau of Statistics, Population by Age and Sex, Regions of Australia (Cat no. 3235.0 and Queensland Government Population Projections, 2013 edition (medium series), Queensland Government Statistician’s Office, Queensland Treasury and Trade. Accessed: March 2015

Table 2: SCHHS Population Projections, by Age – 2013 to 2026

Age	2013	2013 % Total	2026	2026 % Total	Change	% Change	AGR %
0-14	70,404	19%	90,067	18%	19,663	28%	2%
15-24	43,230	11%	53,435	11%	10,205	24%	2%
25-34	38,694	10%	51,796	10%	13,102	34%	2%
35-44	49,603	13%	62,477	13%	12,874	26%	2%
45-64	104,462	28%	123,460	25%	18,998	18%	1%
65-79	54,477	14%	83,674	17%	29,197	54%	3%
80+	17,709	5%	32,488	18%	14,779	83%	5%
Total	378,579	100%	497,397	100%	118,818	31%	2.1%

Source: Australian Bureau of Statistics, Population by Age and Sex, Regions of Australia (Cat no. 3235.0 and Queensland Government Population Projections, 2013 edition (medium series), Queensland Government Statistician's Office, Queensland Treasury and Trade. Accessed: March 2015

Figure 2: SCHHS Population Projection Change Pyramids– 2013 to 2026



Source: Australian Bureau of Statistics, Population by Age and Sex, Regions of Australia (Cat no. 3235.0 and Queensland Government Population Projections, 2013 edition (medium series), Queensland Government Statistician's Office, Queensland Treasury and Trade. Accessed: March 2015

Females accounted for 51 per cent of the estimated population in 2013, which is expected to increase marginally to 52 per cent by 2026 (refer Table 3).

Indigenous persons accounted for 1.5 per cent of the total SCHHS population in 2013, compared to 3.6 per cent for the state of Queensland^[13].

Table 3: SCHHS Population Projections, all Ages, by Gender – 2013 to 2026

Gender	2013		2026	
	Pop ⁿ	% of Total pop ⁿ	Pop ⁿ	% of Total pop ⁿ
Female	193,871	51%	256,837	52%
Male	184,708	49%	240,561	48%
Total	378,579	100%	497,397	100%

Source: Australian Bureau of Statistics, Population by Age and Sex, Regions of Australia (Cat no. 3235.0 and Queensland Government Population Projections, 2013 edition (medium series), Queensland Government Statistician's Office, Queensland Treasury and Trade. Accessed: March 2015

The changing nature of our geographical and population profiles, and of disease and injury, will drive demand for healthcare services within the SCHHS.

SCHHS Research opportunities

Research themes

The expansion of the SCHHS through the SCPUH and SARC facilities, coupled with the changing profile of the Health Service, and the introduction of new models of care and medical technologies to cost-effectively address population needs, presents a unique opportunity to pursue research activity in a number of strategically chosen areas. In order to capitalise on the unique opportunity presented to the SCHHS, the Hospital and Health Service developed a position paper outlining areas of future investment in research.

The *SCHHS Research Themes: 2016-2021*^[14] identifies future research opportunities with regard to prevailing trends and niche areas, existing local capability and availability of external funding sources. Specifically, the following research themes were identified as a priority for the Hospital and Health Service:

- (i) Aged care, cognitive impairment and stroke;
- (ii) Cardiovascular and renal disease;
- (iii) Health services research;
- (iv) Trauma, critical care and emergency care;
- (v) Infectious disease.

In addition, a further six areas were considered as possible future, but not immediate, areas of focus:

- (vi) Centre for Health Investigation, Improvement and Emerging Futures (CHIIEF) project;
- (vii) Mental health;
- (viii) Chronic disease;
- (ix) Oncology;
- (x) Maternal and child health;
- (xi) Care of the surgical patient.

The themes outlined in the *SCHHS Research Themes 2016-2021*^[14] are intended to be inclusive of all medical, nursing and midwifery, allied health and non-clinical disciplines; and are not intended to exclude research from occurring in other clinical fields. The paper focuses on the expansion of locally initiated research programs (as opposed to externally driven clinical trials) to enable the prioritisation, recruitment and resource allocation associated with SCHHS research activity. It is also probable that research will develop in areas not currently specified, related to opportunistic recruitment of new staff.

Research methodologies

The research methodologies which will be adopted in the future across the Hospital and Health Service will be influenced by a number of factors including research expertise and interests of staff, funding opportunities, and collaborative partnerships. However, with the establishment of the SARC facility it's likely that future research methodologies utilised will be broad and may include:

- Bench top and wet laboratory based research;
- Clinical drug and device trials;
- Translational research such as interventional studies;
- Observational research, registries and audits;
- Epidemiological research;
- Comparative Effectiveness Research; and
- Qualitative research methodologies.

Research collaboration with SARC partners

The SARC collaboration will involve SCHHS, the University of the Sunshine Coast (USC), TAFE Queensland – East Coast (TAFE), and a yet to be appointed Medical School Provider. Currently TAFE has limited research output but is keen to increase its portfolio through the SARC partnership. The Medical School Partner’s commitment to research in this region is yet to be determined.

However, USC has commenced a body of work to identify its healthcare research themes for the future, including examining the concept of a “Sunshine Coast Regional Health Research Institute”. The areas currently being discussed include:

- Emerging genetic basis of disease, cure and prevention;
- Health improvement research;
- Biomedical science;
- Health professional workforce development;
- Health service research.

The focus of USC clinical research and biomedical science groups has been on bench top (laboratory) and bench to bedside (translational) in the areas of cardiovascular disease/nephrology/endocrine, oncology, chronic disease, wound management, vascular access, infectious disease, maternal and child health, mental health and well-being and patient safety.

While the SCHHS has set its own research themes and objectives, it is vital to consider the strengths of our partners in the SARC collaboration.

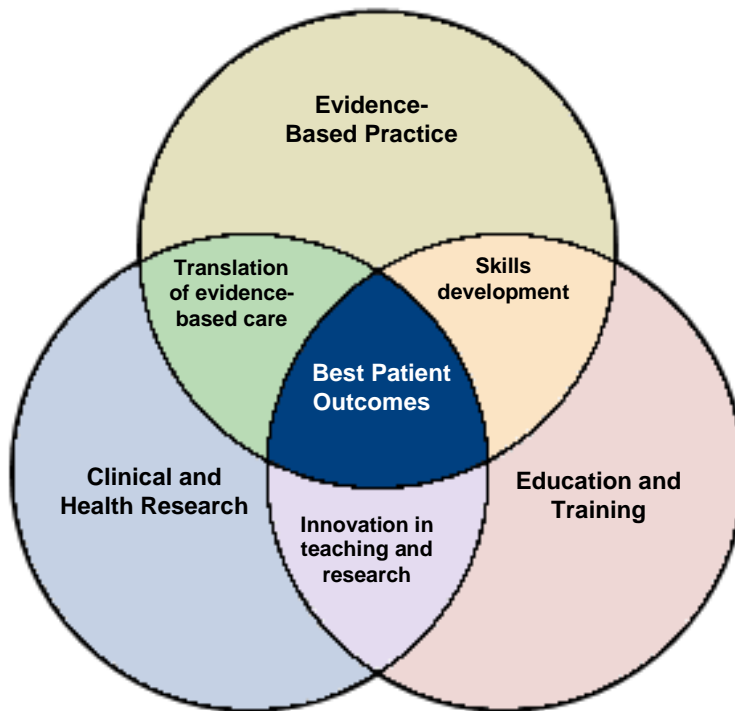
Integration of research, education and patient care

The Skills and Academic Research Centre (SARC)

In a recent review of health and medical research in Australia ^[1], the importance of integrated health research centres as a way of embedding research into health systems was acknowledged. The SARC facility closely aligns with the concept of an integrated health research centre by combining the activities of the Hospital and Health Service, universities and other institutes to allow for broader sharing of resources, ideas and expertise.

The SARC provides a dedicated hub for future research activity that closely links with the educational and clinical facilities of SCPUH. Utilising the benefits of the SARC facility, the SCHHS is well-positioned to fully integrate research and education into patient care. The integration of these three elements will provide a unique environment in which clinicians and students can apply state of the art knowledge from the laboratory, to the classroom, to the bedside (Figure 3).

Figure 3: Integrated vision of research and education with desired impact on health care and innovation.



Underpinning the SCPUH and SARC vision (as presented in Figure 3 above), is the Governance Framework which will provide the principles and structures that will inform the inter-relationships between research, education and clinical care. At present, there is no clear single model for the governance of integrated research centres that has been uniformly successful^[8]. However, the vital elements of the Governance Framework are the partnerships and collaborations that will exist within the SARC facility, and the model that will be employed to manage those partnerships, with the central aim of creating best patient outcomes.

Factors that enable the integration of research into clinical care

The recent review of health and medical research in Australia provided a range of recommendations and strategies to enhance clinical care through improved research practices^[1]. Issues such as access to funding, providing time for clinicians to undertake research activities, incorporating research training into clinical qualifications, streamlining research and clinical trial approval processes, and promoting research outcomes were identified as critical for embedding research into the health system.

The recommendations outlined in the report were supported by a recent survey of clinician researchers in Victoria. In this survey, clinician researchers (across medical, nursing and allied health disciplines) reported the top five enablers of research activity as:

- Protected research time;
- Designated research space;
- Access to research coordinators (e.g. Trials nurses);
- Institutional funding, and;
- Access to mentoring/supervisor support^[5].

Recognising and addressing, wherever practicable, the factors that either enable or impede research activities and outcomes will enhance the success of this Strategic Plan and the future growth of research in the SCHHS.

Research goals, objectives and strategies

The SCHHS Executive and Research Committee have adopted five high level strategic goals for research which capture the scope of development that is considered essential in becoming a tertiary health care provider. These goals are:

1. **Grow SCHHS Research** – Build and grow SCHHS research through mentoring and collaboration within the SCHHS and partnerships with external research groups.
2. **Research Support and Infrastructure** – Development of support and infrastructure that promotes and sustains research activity across all clinical areas and facilities.
3. **Research Culture** – Development of a strong research culture within all departments and facilities in the SCHHS and active promotion of research activities.
4. **SCHHS Research Governance** – Effective governance principles and procedures for the management and oversight of research across all areas and facilities in the SCHHS.
5. **Funding and Financial Management** – Effective systems for supporting funding applications and financial management of research activities.

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 SCHHS as a centre for research excellence; an ability to attract and retain high calibre research, education and clinical staff due to the reputation of the Hospital and Health Service; 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 future of research in the SCHHS is dependent on our ability to capitalise on the commitment and progress made from the previous Research Strategic Plan (2013-2016).

Goal 1 – Grow research

Build and grow SCHHS research through mentoring and collaboration within the SCHHS and partnerships with external research groups

Objectives	Strategies	Accountability	Timeframe	Performance Indicators
1.1 Increase SCHHS-led research projects	<ul style="list-style-type: none"> Establish a culture that encourages and permits the sharing of knowledge, expertise and skill among researchers and across departments 	Research Committee, Research Governance and Development Unit (RGDU), Managers	Short-term	<ul style="list-style-type: none"> Increase in the number of SCHHS-led research projects Director of Research is established Mentoring program is established
	<ul style="list-style-type: none"> Encourage and support inter-professional departmental research programs that align with the <i>SCHHS Research Themes 2016-2021</i> ^[14] 	Executive, Research Committee, Managers	Short-term	
	<ul style="list-style-type: none"> Establish a SCHHS Director of Research position responsible for overseeing the Research Committee, SARC partnership, the overall strategic direction of research, and the development of collaborations with industry partners 	Executive	Short- to medium-term	
	<ul style="list-style-type: none"> Establish a mentor program and research working groups to foster the development of new researchers and research ideas 	RGDU, Departments	Short-to medium-term	
1.2 Increase clinical trials activity across existing clinical areas and establish clinical trials within new clinical areas	<ul style="list-style-type: none"> Develop a structure and process for new clinical areas to be incorporated into the Clinical Research Department, with shared staffing and resources as appropriate 	Clinical Research Department	Ongoing	<ul style="list-style-type: none"> Clinical Trial Sub-Committee is established Increase in the number of clinical trials
	<ul style="list-style-type: none"> Establish a Clinical Trials Sub-Committee of the Research Committee to oversee and report on strategic issues in relation to clinical trials 	Research Committee	Short-term	
	<ul style="list-style-type: none"> Source new trials/clinical research through networking and attendance at appropriate state and national meetings 	Clinical Research Department	Short-term	
	<ul style="list-style-type: none"> Promote the SCHHS clinical trials activity through on-line media (e.g. TransCelerate) and other avenues (e.g. Contract Research Organisations and sponsors; other Health Services) 	Clinical Research Department	Short-term	
	<ul style="list-style-type: none"> Partner with university and external research groups to develop locally led investigator initiated clinical trials 	Departments	Short- to medium-term	
1.3 Increase collaborations with SARC Partners and other research groups	<ul style="list-style-type: none"> Establish conjoint appointments with University partners and TAFE across all clinical and non-clinical disciplines, as appropriate 	Research Committee, Departments	Ongoing	<ul style="list-style-type: none"> Increase in the number of collaborative projects Establishment of collaborative research centres
	<ul style="list-style-type: none"> Encourage and support the development of multi-institutional research through collaborative projects 	RGDU, Departments	Ongoing	
	<ul style="list-style-type: none"> Establish a process and model for the management of external researchers who require access to SCHHS facilities to undertake approved research 	RGDU	Short-term	
	<ul style="list-style-type: none"> Support the establishment of multi-institutional research centres and encourage staff to become members of these centres 	Research Committee	Short- to medium-term	
	<ul style="list-style-type: none"> Identify areas of expertise provided by University partners and TAFE that complement the expertise of SCHHS researchers 	Departments	Medium term	
	<ul style="list-style-type: none"> Investigate opportunities for the development of Centres of Research Excellence with University partners, TAFE and other research groups 	Research Committee	Long-term	

Goal 2 – Research support and infrastructure

Development of support and infrastructure that promotes and sustains research activity across all clinical areas and facilities

Objectives	Strategies	Accountability	Timeframe	Performance Indicators
2.1 Establish resources to increase support for SCHHS researchers	<ul style="list-style-type: none"> Review support needs for SCHHS researchers and establish key operational research positions to support research functions where required 	Research Committee, RGDU	Ongoing	<ul style="list-style-type: none"> Research support positions established and infrastructure purchased as required Website developed Seminar/education program developed and implemented
	<ul style="list-style-type: none"> Identify avenues of funding to enhance research infrastructure (e.g. equipment) and generate applications as appropriate 	Research Committee, RGDU	Ongoing	
	<ul style="list-style-type: none"> 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 	RGDU, Communications	Short-term	
	<ul style="list-style-type: none"> Develop seminars and education programs to increase research capability among SCHHS staff, in line with the SCHHS Education and Training Strategy 	RGDU, Education	Medium- to long-term	
2.2 Establish a framework that defines a centralised and de-centralised model for research positions	<ul style="list-style-type: none"> Identify and implement appropriate reporting lines for research personnel, including reporting to the Research Governance and Development Unit and within service lines 	Research Committee, RGDU, Departments	Short-term	<ul style="list-style-type: none"> Governance framework for research-related positions is established All research-specific personnel have up-to-date research mandatory training
	<ul style="list-style-type: none"> Develop business rules and guidelines to support the establishment of operationally funded research positions within departments 	Research Committee, RGDU	Short-term	
	<ul style="list-style-type: none"> Develop a range of generic role descriptions for research positions (e.g. research assistants) across classifications/position levels to streamline and facilitate the appointment of new research staff 	RGDU	Medium-term	
	<ul style="list-style-type: none"> Develop training guidelines and a database for research personnel to ensure staff meet and maintain the minimum training requirements (e.g. mandatory research training) for their position, in line with the SCHHS Education and Training Strategy 	RGDU, Education	Medium-term	
2.3 Establish local ethical review processes appropriate to the longer-term context of the SCHHS and SARC	<ul style="list-style-type: none"> Investigate the feasibility of a multi-institutional Human Research Ethics Committee (HREC) with the SARC partners 	RGDU	Medium-term	<ul style="list-style-type: none"> Feasibility assessment and stakeholder engagement is undertaken Where a HREC will be established among SARC partners, a governance model and ethical processes are agreed
	<ul style="list-style-type: none"> Where a multi-institutional ethical review committee is considered feasible among the SARC partners: <ol style="list-style-type: none"> Partner with existing ethics committees (where possible) to facilitate the development of local knowledge with regards to HREC requirements Establish a management structure and negotiate financial and resource commitments with the SARC partners Identify and appoint members to a Sunshine Coast ethics committee Develop procedures, processes and templates in line with NHMRC requirements Establish low and negligible risk ethical review processes 	Research Committee, RGDU	Medium- to Long-term	

Goal 3 – Research Culture

Development of a strong research culture within all departments and facilities in the SCHHS and active promotion of research activities

Objectives	Strategies	Accountability	Timeframe	Performance Indicators
3.1 Service lines and departments to develop a focus on research as part of core business	• Include research outcomes in departmental key performance indicators	Executive	Short-term	<ul style="list-style-type: none"> • Increase in the number of research projects by department • Increase in the number of research positions by department
	• Recruit research leaders to foster research ideas and facilitate new research, taking into consideration the <i>SCHHS Research Themes 2016-2021</i> ^[14]	Directors	Short-term	
	• Actively discuss proposed research, encourage new research ideas, and identify ways of translating research outcomes at departmental meetings	Directors, Managers	Short-term	
	• Foster the recognition of the value of research activities as equally important as clinical work in achieving SCHHS goals	Executive, Directors, Managers	Short-to Medium-term	
	• Incorporate research as a core component of role descriptions and the recruitment process, as appropriate for the position	Directors, Managers	Short- to medium-term	
	• Support staff in the undertaking of research by allowing time to be directed toward research activities as appropriate for the position and department	Directors, Managers	Short- to medium-term	
	• Ensure research outputs are assessed as part of individual PADs, as appropriate for the position and in line with role descriptions	Directors, Managers	Medium-term	
	• Establish Professorial positions at service level (e.g. Professor of Medicine) to lead and encourage research activity within service groups	Directors	Long-term	
3.2 Service lines to integrate research outcomes into clinical care	• Provide support to service lines to ensure methodological and statistical rigour in research activities prior to implementation of research outcomes	RGDU	Ongoing	<ul style="list-style-type: none"> • Increase in the number of projects that lead to service delivery, practice or policy change
	• Partner with education providers to encourage appropriate training of staff for the implementation and translation of research findings, in line with the SCHHS Education and Training Strategy	Directors, Managers, Education	Short- to medium-term	
	• Foster the implementation/translation of research outcomes into clinical practice and ensure ongoing evaluation of translation	Directors, Managers	Medium- to long-term	
3.3 Market and promote research activities and outputs to increase the profile of research within and external to the SCHHS	• Organise Research Days and other seminars aimed at encouraging SCHHS researchers to showcase their work	RGDU	Ongoing	<ul style="list-style-type: none"> • Research activities are promoted through varied channels • Annual Research Report is published • SARC brand is established and used in promotional material
	• Promote research activities through articles and newsletters (eg SCOOP, Wishlist, E-weekly announcements) and departmental forums	RGDU	Ongoing	
	• Encourage the communication of research findings through publication in peer reviewed journals and presentation at national/international conferences	Managers	Short-term	
	• Quantify current SCHHS research outputs (e.g. publications, grants, approved research) as a baseline on which to assess future research KPIs	RGDU	Short-term	
	• Produce an annual SCHHS Research Report	RGDU	Medium-term	
	• Develop a communication strategy for research activity, and a consistent approach to branding and promotion particularly in relation to SARC activities	RGDU, Communications	Short- to medium-term	
	• Promote research activity throughout the Sunshine Coast community to encourage community acceptance and participation in research	RGDU, Wishlist, Communications	Short-to medium-term	

Goal 4 – Research governance

Effective governance principles and procedures for the management and oversight of research across all areas and facilities in the SCHHS

Objectives	Strategies	Accountability	Timeframe	Performance Indicators
4.1 Develop a governance model appropriate to the management of research in the SCHHS	<ul style="list-style-type: none"> Work with education, training and staff development sectors to ensure an inclusive and collaborative governance framework across all areas of teaching and research within the SCHHS 	Research Committee, Education	Short-term	<ul style="list-style-type: none"> Operating model for SARC collaboration is established and agreed between partners
	<ul style="list-style-type: none"> Develop an operating model for the SARC collaboration and the business rules and responsibilities that define the partnership 	Executive, Research Committee, Education, SARC partners	Short-term	
4.2 Ensure all research is conducted according to guiding legislation, policy and principles	<ul style="list-style-type: none"> Maintain effective research governance processes to ensure projects meet legal, indemnity, finance and legislative requirements and are in line with NHMRC guidelines 	RGDU	Ongoing	<ul style="list-style-type: none"> All research approvals are recorded in governance databases Research procedures are available on QHEPS Research governance monitoring system is implemented
	<ul style="list-style-type: none"> Develop procedural documentation and guidelines to support research governance functions and requirements 	RGDU	Short- to medium-term	
	<ul style="list-style-type: none"> Conduct audits and monitoring visits on research authorised to commence in the SCHHS to ensure all research is conducted in accordance with the NHMRC guidelines, HREC and Governance approvals, and other relevant guidelines 	RGDU	Medium- to long-term	

Goal 5 – Funding and financial management

Effective systems for supporting funding applications and financial management of research activities

Objectives	Strategies	Accountability	Timeframe	Performance Indicators
5.1 Promote and encourage access to research funding	<ul style="list-style-type: none"> Develop a database of grant and funding opportunities that is available to all SCHHS staff 	RGDU	Short-term	<ul style="list-style-type: none"> Database of research funding opportunities is developed Funding opportunities are promoted
	<ul style="list-style-type: none"> Work with Wishlist and other appropriate funding bodies to establish new research funding opportunities for SCHHS staff, including a Research Higher Degree stipend 	Research Committee, RGDU	Short- to medium-term	
	<ul style="list-style-type: none"> Establish a communications strategy to advertise and promote research grant and funding opportunities 	RGDU	Medium-term	
5.2 Provide governance for all research grants to be administered by SCHHS	<ul style="list-style-type: none"> Continue to manage the review and governance of Wishlist's Research Grant Scheme(s) to ensure effective, efficient and fair management practices for all SCHHS researchers 	Research Committee, RGDU	Ongoing	<ul style="list-style-type: none"> Governance of Wishlist Grant Scheme continues Financial reporting for grants occurs in accordance with funding agreements Budgets for national and international grant applications developed with Business Manager input
	<ul style="list-style-type: none"> Support the establishment of budgets for funding applications to ensure appropriate levels of funding are requested 	RGDU, Business Managers	Short-term	
	<ul style="list-style-type: none"> Develop systems to support financial reporting and reconciliation of grants in accordance with funding agreements 	RGDU, Business Managers	Short- to medium-term	
5.3 Improve financial management of all research to ensure accountability and transparency of financial outcomes	<ul style="list-style-type: none"> Maintain procedures for cost centre reporting and identifying issues with research budgets 	RGDU	Ongoing	<ul style="list-style-type: none"> Financial management processes and procedures are agreed and implemented Budgeting tools and templates are available to researchers Audit of financial management practices is undertaken
	<ul style="list-style-type: none"> Develop a financial management model which clearly describes the roles and accountabilities of Business Services Managers, Finance Department, Principal Investigators and Clinical Trials staff 	RGDU	Short-term	
	<ul style="list-style-type: none"> Develop finance tables to facilitate the development of budgets in relation to expected costs for salaries, pathology, radiology, pharmacy and other supporting departments 	RGDU, Business Managers, Finance	Medium-term	
	<ul style="list-style-type: none"> Develop a reporting strategy and templates to ensure proposed budgets are reconciled against actual expenditure 	RGDU, Business Managers, Finance	Medium-term	
	<ul style="list-style-type: none"> Establish governance monitoring procedures to ensure the financial management model is implemented and maintained 	RGDU	Medium-term	

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