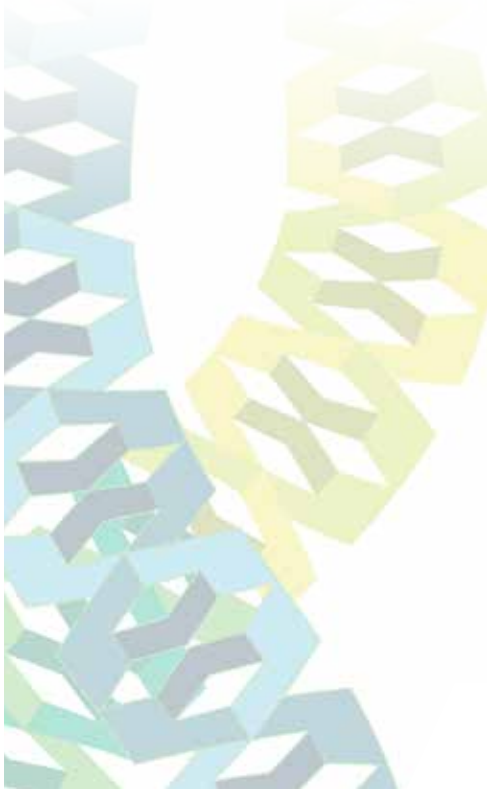
Central Coast Local Health District

RESEARCH PLAN

2017-2021

NSW GOVERNMENT Health
Central Coast
Local Health District



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1. Foreword

Integrating Research into Caring for the Coast

This is an exciting time for the Central Coast Local Health District (CCLHD) to launch our new Research Plan for 2017-2021.

It is a time when integrating research evidence into changing the way we deliver health care on the Central Coast is a real possibility.

It is a time for developing the next generation of researchers and ensuring they have the resources and skills necessary to translate their research into better health outcomes and practices.

The next five years will see incredible changes across the Local Health District (LHD). The redevelopment of the Gosford and Wyong campuses and the implementation of Integrated Care Programs with our social and primary healthcare partners will change health care delivery on the Central Coast. The construction of the Health and Wellbeing Precinct that will house the Medical School and Research Institute, developed in partnership with the University of Newcastle (UON), will provide research and educational opportunities for our staff and the broader community.

The CCLHD Research Plan 2017-2021 builds on the achievements of the previous Research Plan 2013-2016, which saw the establishment of the Research Office, the Research Governance Framework, and the delivery of research education programs and partnerships that enhanced our researcher's capabilities. It was a time of setting the solid foundations for research in the CCLHD.

Now it is time to build our research leadership and expand our research capacity, so that research becomes core business in all aspects of healthcare.

The CCLHD Research Plan for 2017-2021 has been developed following wide consultation with LHD staff and our external research partners. The Research Plan sets out a vision for the LHD that is mindful of the significant changes occurring in the research landscape, locally and at State and National levels. The Research Plan will extend our partnerships and place the CCLHD at the forefront of global Integrated Care Research.

We are proud that the CCLHD will be part of a new National Health and Medical Research Council (NHMRC) Centre for Innovation in Regional Health that is focused on translational research relevant to regional and rural healthcare. This collaboration with our neighbouring LHDs, Hunter New England and Mid North Coast, Primary Health Networks and universities will evolve during the Research Plan 2017-2021 and ensure our research addresses important regional questions and objectives.

We look forward to seeing this Research Plan embraced by the CCLHD and the Central Coast Community.

We look forward to integrating research into "Caring for the Coast".

Dr Andrew Montague
Chief Executive

Professor Maree Gleeson OAM
Chair, Research Committee

2. Scope

The CCLHD supports all forms of scientifically sound, ethically approved research and research support activity. The CCLHD has a Research Governance Framework that sets out the conduct of research activity, research staffing and financial management. The Board Research Committee has oversight of research strategy and governance. The Operational Research Committee and Intellectual Property Committee report to the Board Research Committee.

The District identifies research as original investigation undertaken to gain knowledge, understanding and insight as described in the Australian Code for the Responsible Conduct of Research (2007). There is a broad spectrum of research activity being undertaken within CCLHD from Low and Negligible Risk research to large scale public health and clinical drug trials.

The District is also active in Quality Assurance projects, which are those activities that evaluate practices that are already being undertaken with the aim of improvement in healthcare delivery and outcomes, as set out in the NHMRC guideline: Guidance - Ethical Considerations in Quality Assurance and Evaluation Activities – Quality Improvement in Healthcare (2014).

The 2015-2016 CCLHD Annual Research Report indicates the proportion of studies currently being undertaken by the CCLHD is 16% Clinical Trials (drugs and medical devices), 46% Other Clinical Research and 38% Quality Improvement activities, which have required institutional review, either for ethical considerations or plans for subsequent publication of the results. Research activity in the CCLHD spans all the Medical disciplines, Nursing & Midwifery, Allied Health, Community Health, Public Health, Aboriginal Health as well as Clinical Governance.

Partnerships

The CCLHD Research Plan for 2017-2021 was developed following wide consultation with LHD staff and our current external research partners. The objectives of the Research Plan were mindful of the significant changes occurring in the research landscape, locally and also at State and National levels. The partnership with the UON Faculty of Health and Medicine to establish a Medical School and Research Institute targeted at the needs of the Central Coast has influenced some of the objectives for the next five years.

The CCLHD is a founding member of a Research Hub formed with the Hunter New England and Mid North Coast LHDs (HNECCMNC Research Hub) that is focused on translational research relevant to regional and rural health. The benefits of this partnership have already provided our researchers with ongoing access to considerable research support services and funding from the Hunter Medical Research Institute and the opportunity for research higher degree training through the UON. The HNECCMNC Research Hub has been awarded NHMRC status as a Centre for Innovation in Regional Health (CIRH). The evolution of the HNECCMNC Research Hub into a CIRH will occur during the period covered by the Research Plan 2017-2021 and will be accommodated during the implementation phases.

The Research Plan has also considered current and emerging research funding opportunities under development by the NSW and Federal Governments. In particular, the Office for Health and Medical Research and Cancer Institute NSW programs within NSW Health, and the Medical Research Futures Fund and Innovation and Science Strategy at a Federal level.

The CCLHD Research Plan 2017-2021 was approved by the CCLHD Board on 27 March 2017.

An Implementation Plan will support the CCLHD Research Plan 2017-2021 and be monitored by the Board Research Committee and made available on the CCLHD Research website.

3. Introduction

Research Vitality

Before we look forward to the future it is timely to reflect on the achievements of the past three years, which has seen significant growth in research across the CCLHD with the successful implementation of the first CCLHD Research Plan 2013-2016.

We have implemented a Research Governance Framework, established a Research Office to support staff engaging in research and research activities and launched a Research, Education and Training Program. Many staff engaged in a research project for the first time and many presented their findings at the inaugural CCLHD Research Symposium held in 2016. Key external research partnerships were established that have provided CCLHD researchers with access to research support services and this led to funding for successful competitive research grants.

Looking forward, the next five years will be vibrant! It is an exciting time for the District, our staff and the Central Coast Community. The appointment of a Director of Research will enable the CCLHD research agenda to advance and strengthen partnerships with key collaborators such as the UON and the members of the HNECCMNC Research Hub.

We will see the construction of Health and Wellbeing Precinct facilities, funded by the Commonwealth and State governments and the UON, which will house both a Medical School and Research Institute. This will enable CCLHD staff to create strategic networks and partnerships with research academics and gain access to expertise previously not available. It will allow the creation of new degrees and provide unique educational opportunities to CCLHD staff and the wider Central Coast Community. The Health and Wellbeing Precinct and the Gosford Hospital Campus will be a hive of activity and we can't wait to be part of it.

In this Research Plan our focus will be on embedding and resourcing research and evaluation so that it becomes core business. We will provide the framework and tools for our staff to focus on continual improvement in practices and processes, which will ultimately directly benefit patient care and the services we are able to provide to the Central Coast Community. We look forward to inviting the Community to engage in our research and the development of the Research Institute and share the pride in the outcomes we achieve.

Amanda Jackson
Research Manager

4. Vision, Mission, Values, Strategic Priorities

OUR VISION

Healthy people – vibrant community

OUR MISSION

Promote and enhance the health and wellbeing of our community

OUR VALUES

Collaboration • Openness • Respect • Empowerment

OUR STRATEGIC PRIORITIES

Our patients

Provide best practice care to ensure patient safety and satisfaction

Our staff

Support and develop our most important resource and provide a safe and rewarding workplace

Our resources

Use resources effectively and efficiently

Our community

Invest in better health by promoting a healthy lifestyle and available health services

Our future

Develop strong and effective partnerships to meet the community's health needs

5. Research Priorities

Building on the previous CCLHD Research Plan 2013-2016, four priority themes have been identified to provide effective governance, leadership and sustainable growth in research capabilities and capacity within the Central Coast Local Health District.

The aims are to enhance current research in the organisation and establish a centre of research excellence in the Local Health District to support the delivery of evidence based healthcare.

CCLHD will focus on the following four priority themes and key objectives over the next five years.

1. Research Leadership

Further develop a leadership structure that supports research direction and governance:

1. Appoint a Director of Research
2. Expand the research leadership network across the LHD
3. Identify and develop key research priorities for the LHD
4. Embed a culture of research into clinical practice
5. Maintain effective research governance

2. Research Infrastructure

Establish a centre for research excellence:

1. Develop the Central Coast Research Institute
2. Provide research resources to LHD

3. Research Enrichment

Provide resources and training to maximise research success and translation:

1. Increase clinical workforce with research qualifications
2. Mentor the current and next generation of researchers
3. Expand accessibility to research support services
4. Expand research training to include translational change methodology
5. Acknowledge and promote research achievements

4. Research Collaboration

Foster key partnerships to grow research funding and capabilities:

1. Engage consumers and community in research
2. Strengthen research collaborations across LHD
3. Strengthen new and current research alliances
4. Enhance research funding
5. Implement research philanthropy strategy

The CCLHD will engage with its staff and key partners to ensure the success of this plan and will measure its progress by the achievement of the key objectives and actions outlined in Section 6.

6. Achieving the Research Priorities

1 Research Leadership

Further develop a leadership structure that supports research direction and governance:

We Will	By	Indicators of Success	Responsibility	Time-frame	Mapping to CCLHD Strategic Priorities
1.1 Appoint a Research Director	1. Determining the function and scope of the position in the CCLHD and Central Coast Research Institute.	1. Position description approved by Board.	• Chief Executive	2017	• Caring for our Staff • Caring for our Future
	2. Establishing a funding source for the position.	2. Funding source identified and secured, with business case approved by the Chief Executive	• Chief Executive	2017	• Caring for our Staff • Caring for our Future
	3. Creating a Research Director Position Description including KPIs, responsibilities and research expectations.	3. Position Description approved and advertised.	• Chief Executive	2017	• Caring for our Staff • Caring for our Future
	4. Recruiting and appointing the successful candidate.	4. Research Director appointed and successful candidate commenced.	• Chief Executive	2017-2018	• Caring for our Staff • Caring for our Future
1.2 Expand the research leadership network across the LHD	1. Identifying leaders in key areas of research to establish a research network and provide support to other CCLHD staff.	1. Leaders identified and the contact details for network participants available on the CCLHD Research website.	• Research Director	2018	• Caring for our Staff • Caring for our Future
	2. Creating a formal network of researchers and facilitating communication and collaboration.	2. Network created. Platforms agreed to facilitate communication.	• Research Director • Research Manager	2018	• Caring for our Staff • Caring for our Future
1.3 Identify and develop key research priorities for the LHD	1. Identifying CCLHD key Research themes and priorities with our staff and our local health and social care providers.	1. Workshops held to identify 4-5 key research priorities for CCLHD with partners. Priorities approved by Board. Priorities promoted on the CCLHD Research website and intranet.	• Executive Leadership Team • Research Manager	2017	• Caring for our Future • Caring for our Patients • Caring for our Community
	2. Establishing the evaluation of Integrated Care as a Research Priority Area.	2. Development of the evaluation skills for assessing integrated care. Evaluation of the new Integrated Care models undertaken and reported. Outcomes communicated and implemented.	• Integrated Care Manager	2017-2018	• Caring for our Patients • Caring for our Community • Caring for our Staff • Caring for our Future

We Will	By	Indicators of Success	Responsibility	Time-frame	Mapping to CCLHD Strategic Priorities
1.3 Identify and develop key research priorities for the LHD	3. Securing resources to support the development of key research priorities identified in 1.3.1.	3. Resources secured and centralised access coordinated through the Research Office. Appropriate resources secured and utilised by researchers.	• Researchers (supported by Executive Leadership Team) • Research Manager	2017-2021	• Caring for our Future • Caring for our Staff
1.4 Embed a culture of research into clinical practice	1. Encouraging staff to have an enquiring mind and supporting opportunities for questioning and evaluation of practices.	1. Questioning and evaluation leads to supported research and/or quality improvement projects. Increased number of Research and Quality Improvement projects on an annual basis.	• Chief Executive • Executive Leadership Team • Research Manager • Manager, Clinical Governance	2017-2021	• Caring for our Future
	2. Establishing Research KPIs in line with the LHD key research priorities for each Division/ Directorate.	2. Research included in Divisional Operational Plans and KPIs achieved annually.	• Chief Executive • Executive Leadership Team	2017	• Caring for our Future
	3. Maintaining Research as an Agenda Item in Divisional and Clinical Practice Meetings to improve uptake of evidence into clinical practice.	3. Research evidence is communicated and implemented by Divisions.	• Divisional Directors	2017-2021	• Caring for our Patients. • Caring for our Community • Caring for our Staff • Caring for our Future
	4. Expanding research engagement by health professionals and executives to develop and guide the CCLHD Research vision.	4. Executive Leadership Team has research on its Meeting Agenda and each member is responsible for driving research in their Directorate.	• Executive Leadership Team	2017-2021	• Caring for our Staff • Caring for our Future
	5. Facilitating networking opportunities and events within CCLHD.	5. Networking events held and evaluated as being effective.	• Research Manager	2017-2021	• Caring for our Staff • Caring for our Future
	6. Ensuring weekly workload planning includes time for approved Research.	6. Evidence of workload planning to support approved research projects.	• Tier 4 – 5 Managers	2017-2021	• Caring for our Staff • Caring for our Future
1.5 Maintain effective research governance	1. Reviewing the Research Governance Framework twice annually.	1. Research Governance Framework placed on Board Research Committee (BRC) Agenda and reviewed every 6 months.	• Board Research Committee	2017-2021	• Caring for our Staff
	2. Reviewing the Research Office roles and responsibilities annually to ensure it is able to meet the changing needs of the LHD research activity.	2. Research Office reviewed annually and any changing needs identified and actioned.	• Director Clinical Governance	2017-2021	• Caring for our Staff

We Will	By	Indicators of Success	Responsibility	Time-frame	Mapping to CCLHD Strategic Priorities
1.5 Maintain effective research governance	3. Establishing an overarching governance structure for the management of Clinical Trials.	3. Governance structure to support Clinical Trials is developed in consultation and partnership with clinical services and documented, implemented and evaluated by a scheduled audit.	• Executive Leadership Team	2017	• Caring for our Staff
	4. Undertaking scheduled audits of key research processes.	4. Audits undertaken annually as determined by the BRC and recommendations implemented.	• Audit Committee • Research Manager	2017-2021	• Caring for our Patients • Caring for our Community • Caring for our Staff
	5. Reviewing Implementation Plan for the Research Plan 2017-2021 on a bimonthly basis.	5. Implementation Plan drafted and updated after each BRC Meeting review to reflect progress to date.	• Board Research Committee • Research Manager	2017-2021	• Caring for our Future

2 Research Infrastructure

Establish a centre for research excellence:

We Will	By	Indicators of Success	Responsibility	Time-frame	Mapping to CCLHD Strategic Priorities
2.1 Construct the Central Coast Research Institute	1. Obtaining the funding to build the Research Institute.	1. Budget secured and available to progress the business case.	• Chief Executive	2017-2018	• Caring for our Resources • Caring for our Future
	2. Establishing the appropriate Committees to determine how the building will operate, be governed, and the occupancy managed.	2. Committees established with Terms of Reference, meetings held and generating minutes (with actions) in the appropriate timeframes. Agreements with UON finalised and approved by the Board.	• Chief Executive	2017	• Caring for our Staff • Caring for our Resources • Caring for our Future
	3. Engaging researchers in the development of the Research Institute and research culture across the CCLHD.	3. Researchers engaged in the design and cultural development of the Research Institute.	• Executive Leadership Team	2017-2018	• Caring for our Staff • Caring for our Future
	4. Constructing the building and, making it operational.	4. Building constructed and staff moved in and operational.	• Chief Executive	2019-2021	• Caring for our Future • Caring for our Staff
2.2 Provide research resources to the LHD	1. Identifying existing CCLHD material resources (equipment etc.) to support research activities and facilitating access to each of these.	1. Identification of material research resources and listing on CCLHD Research website with contacts for access. Number and profile of staff utilising each research resource.	• Research Manager	2017-2018	• Caring for our Resources

We Will	By	Indicators of Success	Responsibility	Time-frame	Mapping to CCLHD Strategic Priorities
2.2 Provide research resources to the LHD	2. Identifying funding sources for new research resources/infrastructure.	2. Successful applications for research resources/ infrastructure funding.	• Research Manager	2017-2021	• Caring for our Staff • Caring for our Future
	3. Ensuring staff are trained/certified to support/operate the research resources.	3. Number of and profile of staff with research certificates/qualifications providing support for research resources.	• Research Manager	2017-2021	• Caring for our Staff • Caring for our Resources

3 Research Enrichment

Provide resources and training to maximise research success and translation:

We Will	By	Indicators of Success	Responsibility	Time-frame	Mapping to CCLHD Strategic Priorities
3.1 Increase clinical workforce with research qualifications	1. Exploring opportunities for academic positions in all disciplines at CCLHD or conjoint appointments in universities.	1. Increase in the number of academic positions and conjoint appointments in CCLHD.	• Chief Executive	2017-2021	• Caring for our Staff • Caring for our Future
	2. Promoting study opportunities for CCLHD staff to undertake research training on the CCLHD Research website (e.g. higher degrees, clinical fellowships or special training such as Clinical Trials Manager certification).	2. Study options for research training and links to tertiary education providers listed on website and timely advice provided by electronic notice. Number of staff who take up opportunities.	• Research Manager	2017-2021	• Caring for our Staff • Caring for our Future
	3. Providing Accreditation Training for Clinical Trials Coordinators.	3. Number of clinical trials management staff accredited through NHMRC approved courses.	• Executive Leadership Team	2018-2020	• Caring for our Staff
	4. Recruiting staff with research qualifications in appropriate positions.	4. Increase in number of staff with research qualifications.	• Executive Leadership Team • Workforce	2017-2021	• Caring for our Staff • Caring for our Future
3.2 Mentor the current and next generation of researchers	1. Establishing a research mentoring program to support CCLHD researchers (both beginners and established researchers) and linking them with mentors both internal and external to CCLHD.	1. Research mentoring program operational. Number of CCLHD staff linked with a research mentor.	• Operational Research Committee	2018-2019	• Caring for our Future • Caring for our Staff
	2. Listing available research mentors and potential supervisors on the website.	2. Searchable list of available mentors and supervisors listed on the CCLHD Research website.	• Research Manager	2017-2021	• Caring for our Staff
	3. Establishing a Research Scholarship Program to support emerging researchers.	3. Research scholarship program established and scholarships awarded.	• Operational Research Committee	2017-2018	• Caring for our Staff • Caring for our Future

We Will	By	Indicators of Success	Responsibility	Time-frame	Mapping to CCLHD Strategic Priorities
3.3 Expand accessibility to research support services	1. Identifying new and building on existing successful research support services and partnerships.	1. Number of new research support services made available to CCLHD researchers. Number of support services and partnerships maintained each year to assist CCLHD researchers.	• Operational Research Committee	2017-2021	• Caring for our Staff • Caring for our Future
	2. Providing researchers with access to required resources including; economic evaluation, biostatistical analysis and grant writing support.	2. Access to resources established and staff using the services for research.	• Research Manager	2017-2021	• Caring for our Staff • Caring for our Future
	3. Continuing to provide access to library resources and services that assist researchers.	3. Number of literature searches, information literacy training sessions and bibliography management training sessions delivered. Number of staff attending training courses; volume of library documents delivery for researchers. Activities and services evaluated as effective.	• Manager, Library Services	2017-2021	• Caring for our Staff • Caring for our Resources
	4. Supporting staff to routinely evaluate current research practices.	4. Training developed to assist staff in undertaking evaluation of research practices. Evaluation of research practices are routinely undertaken across departments.	• Research Manager • Executive Leadership Team	2018-2021	• Caring for our Staff
3.4 Expand research training to include translational research methodology	1. Providing CCLHD Research Education & Training Program modules on how to integrate research evidence into new models of practice.	1. Learning and Development modules developed to support translational research methodology.	• Manager, Education & Training	2018-2021	• Caring for our Staff • Caring for our Future
	2. Facilitating workshops to train staff in translational change methodology that ensures staff have the skills to facilitate the uptake of changes in practices based on new evidence.	2. Workshops established; number of attendees recorded and sessions evaluated.	• Research Manager	2018-2020	• Caring for our Staff • Caring for our Future
	3. Supporting clinicians to translate research outcomes into new models of clinical practice.	3. Support provided to assist with the uptake of changes in practices based on research evidence. Number of translational research projects that are implemented or have resulted in new models of care across the CCLHD.	• Executive Leadership Team • Researchers	2018-2021	• Caring for our Patients • Caring for our Staff • Caring for our Future

We Will	By	Indicators of Success	Responsibility	Time-frame	Mapping to CCLHD Strategic Priorities
3.5 Acknowledge and promote research achievements	1. Acknowledging research achievements in newsletters, CCLHD Research website and throughout the research network.	1. Number of research achievements listed in e-newsletters, on the website and highlighted in the Research Annual Report.	• Research Manager	2017-2021	• Caring for our Staff
	2. Building a presence in the local media to discuss research outcomes and promoting research achievements in the community.	2. Local media engaged and regular promotion of research occurs. Number of research related articles appearing in local media publications.	• Corporate Communications Manager • Research Manager	2017-2021	• Caring for our Staff • Caring for our Community
	3. Collecting research publications authored by staff.	3. Number of research publications in the CCLHD Archive & Research E-Library repository.	• Research Manager • Library Manager	2017-2021	• Caring for our Staff
	4. Establishing awards for Research Excellence in "Caring for the Coast".	4. Research awards established and promoted.	• Research Manager • Executive Leadership Team	2017-2018	• Caring for our Staff
	5. Nominating researchers for external awards in research and innovation.	5. Number of awards to individuals or teams of researchers.	• Operational Research Committee • Research Manager	2017-2021	• Caring for our Staff
	6. Maintaining regular research forums open to all staff and the community.	6. Increased number and profile of staff and community attending forums on an annual basis.	• Research Manager	2018-2019	• Caring for our Staff • Caring for our Community.
	7. Providing media with research stories during the National Medical Research Week (first week June).	7. Local media covers CCLHD Medical Research Week stories.	• Research Office • Corporate Communications	2017-2021	• Caring for our Future. • Caring for our Community

4 Research Collaboration

Foster key partnerships to grow research funding and capabilities:

We Will	By	Indicators of Success	Responsibility	Time-frame	Mapping to CCLHD Strategic Priorities
4.1 Engage consumers and community in research	1. Identifying the research undertaken in the CCLHD and promoting opportunities for the community to participate in approved research projects.	1. Research promoted on the website, number of external media stories and number of presentations to community groups. Number of participants recruited to research trials.	• Research Manager • Corporate Communications	2017-2021	• Caring for our Community
	2. Providing regular research content in the CCLHD community newsletter.	2. Increased number of research articles in the community newsletter on an annual basis.	• Research Manager • Corporate Communications	2017-2018	• Caring for our Community

We Will	By	Indicators of Success	Responsibility	Time-frame	Mapping to CCLHD Strategic Priorities
4.1 Engage consumers and community in research	3. Creating public forums to engage the community in the design of research programs relevant to community needs; participation in research; and advocacy for implementing research outcomes.	3. Increased number of consumers engaged and commenting on Twitter feeds/conversations on an annual basis. Increased recruitment of community-based participants in research projects annually. Increased consumer engagement in the design of research projects. Increased community engagement in advocacy for implementing research outcomes.	• Research Manager • Nunyara Aboriginal Health Service • Patient Experience Manager	2017-2021	• Caring for our Community
	4. Community Engagement Committee representation on the Operational Research Committee (ORC).	4. Community Engagement Committee representative appointed to ORC and attending meetings.	• Operational Research Committee • Community Engagement Committee	2017-2021	• Caring for our Community
4.2 Strengthen research collaborations across LHD	1. Holding internal forums for researchers to share ideas and expertise.	1. Attendance at research forums and evaluation of sessions as effective.	• Research Manager	2017-2021	• Caring for our Staff
	2. Centralising access to research resources and skills for all CCLHD staff.	2. Increased number of staff accessing resources on an annual basis.	• Operational Research Committee	2018-2019	• Caring for our Staff • Caring for our Resources
	3. Developing links for collaborative research to support the Central Coast Aboriginal Health Plan.	3. Research established to support objectives in the Central Coast Aboriginal Health Plan.	• Research Manager • Operational Research Committee • Nunyara Aboriginal Health Service • Yerrin Aboriginal Health Services Inc.	2017-2018	• Caring for our Patients • Caring for our Community • Caring for our Future
	4. Raising the research profile of CCLHD to enable opportunities for collaborations with the UON and other potential partnerships.	4. Number of new research collaborations, research student placements and research grants.	• Research Manager • Executive Leadership Team	2017-2021	• Caring for our Staff
4.3 Strengthen new and current research alliances	1. Enabling researchers to partner with established researchers in external organisations to attract competitive funding and publish research outcomes.	1. Increased number of research partnerships that lead to research collaborations, grant funding and published research on an annual basis.	• Operational Research Committee • Researchers	2017-2021	• Caring for our Staff • Caring for our Future

We Will	By	Indicators of Success	Responsibility	Time-frame	Mapping to CCLHD Strategic Priorities
4.3 Strengthen new and current research alliances	2. Supporting new strategic research partnerships that enable growth in research capabilities.	2. Increased number and profile of strategic research partnerships and linkages. Memorandums of Understanding established that lead to successful research collaborations on an annual basis.	• Board Research Committee	2017-2021	• Caring for our Staff • Caring for our Future
	3. Investing in current partnerships in identified areas for collaboration, sharing of resources, programs and strategies.	3. Increased number of cross organisational collaborations that lead to sharing of programs and resources on an annual basis.	• Board Research Committee	2017-2018	• Caring for our Staff • Caring for our Future
	4. Identifying placement opportunities for research higher degree students.	4. Number of research student placements in CCLHD.	• Workforce	2017-2021	• Caring for our Future
4.4 Enhance research funding	1. Supporting researchers to apply for funding from NSW Health Programs.	1. Funding advertised and coordinated through the Research Office. Increased number of CCLHD or collaborative research grant applications funded by NSW Health funding agencies on an annual basis.	• Research Manager	2017-2021	• Caring for our Staff • Caring for our Future
	2. Supporting staff applying for competitive grants, scholarships and fellowships both internal and external.	2. Grants advertised and coordinated through the Research Office. Increased number of successful competitive applications on an annual basis.	• Researchers • Research Manager	2017-2021	• Caring for our Staff • Caring for our Future
	3. Ensuring funding allocated for research under the NSW and Federal Government agreements is allocated strategically to grow research capacity.	3. Funding is allocated to strategic growth in research infrastructure or support services, including staffing.	• Board Research Committee	2017-2021	• Caring for our Future
	4. Providing access to an experienced grant writer to support researchers in applications for funding.	4. Funding secured to employ a specialist in writing grant applications. Number of successful research grants and scholarships/ fellowships.	• Operational Research Committee	2017-2018	• Caring for our Staff • Caring for our Future
4.5 Implement research philanthropy strategy	1. Establishing a governance structure to support philanthropy/fundraising for research on the Central Coast.	1. Philanthropic funding governance structure established and approved by Board.	• Board Research Committee	2017-2018	• Caring for our Future
	2. Establish a Research Philanthropy Committee	2. Committee established and active. Increased philanthropic donations for research.	• Board Research Committee	2017-2018	• Caring for our Future

We Will	By	Indicators of Success	Responsibility	Time-frame	Mapping to CCLHD Strategic Priorities
4.5 Implement research philanthropy strategy	3. Branding and marketing of CCLHD Research and Research Institute within the LHD and the local community.	3. Brand for research established and recognisable across the CCLHD and Central Coast community	• Research Manager • Corporate Communications	2018	
	4. Establishing a philanthropic research grant program to strategically allocate seed funds for quality pilot projects to attract further competitive funding.	4. Number of pilot grants awarded each year that lead to further external research funding.	• Operational Research Committee • Research Director	2017-2018	• Caring for our Staff • Caring for our Future
	5. Establishing a philanthropic funding program to support research scholarships and fellowship and travel awards.	5. Number of awards funded each year.	• Operational Research Committee • Research Director	2017-2018	• Caring for our Staff • Caring for our Future

7. Appendix

7.1 References

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7.2 Key External Partners and Groups

CCLHD has identified the following key partners and groups it will engage with in order to achieve the objectives listed in Section 5:

- Agency for Clinical Innovation (ACI)
- Cancer Institute (CI) NSW
- National Health and Medical Research Council (NHMRC)
- NSW Medical Research Institute Hubs
- Office Health and Medical Research (OHMR)
- HNECCMNCLHD Research Hub
- Universities
- Primary Health Care Network
- Aboriginal Medical Service
- Philanthropic Fund Managers

7.3 Abbreviations

ARC – Australian Research Council

BRC – Board Research Committee

CCLHD – Central Coast Local Health District

CIRH – Centre for Innovation in Regional Health

DOH – Department of Health

HNECCMNC – Hunter New England Central Coast Mid North Coast

LHD – Local Health District

NHMRC – National Health and Medical Research Council

ORC – Operational Research Committee

UON – University of Newcastle