Translational Research Strategic Plan

Mater Newcastle
Continuing the Mission of the Sisters of the Little Company of Mary

2017-2020
Acknowledgement of Land and Traditional Owners

Calvary Mater Newcastle acknowledges the Traditional Custodians and Owners of the lands of the Awabakal Nation on which our service operates. We acknowledge that these Custodians have walked upon and cared for these lands for thousands of years.

We acknowledge the continued deep spiritual attachment and relationship of Aboriginal and Torres Strait Islander peoples to this country and commit ourselves to the ongoing journey of Reconciliation.

Aboriginal and Torres Strait Islander people are respectfully advised that this publication may contain the words, names, images and/or descriptions of people who have passed away.
Our vision for research

To be recognised as a world class research facility that benefits the individuals and communities we serve.

Our values

**Hospitality**
Demonstrates our response to the desire to be welcomed, to feel wanted and to belong. It is our responsibility to extend hospitality to all who come into contact with our services by promoting connectedness, listening and responding openly.

**Healing**
Demonstrates our desire to respond to the whole person by caring for their spiritual, psychological, social and physical wellbeing. It is our responsibility to value and consider the whole person, and to promote healing through reconnecting, reconciling and building relationships.

**Stewardship**
Recognises that as individuals and as a community all we have has been given to us as a gift. It is our responsibility to manage these precious resources effectively for the future. We are responsible for striving for excellence, developing personal talents, material possessions, for our environment and handing on the tradition of the Sisters of the Little Company of Mary.

**Respect**
Recognises the value and dignity of every person who is associated with our services. It is our responsibility to care for all with whom we come into contact, with justice and compassion no matter what the circumstances, and we are prepared to stand up for what we believe and challenge behaviour that is contrary to our values.

Our research mission

To support a broad spectrum of high quality research, create an environment where research is an integral component of sustainable health care and propel innovative translational research into improving the health of individuals, communities and populations.
Introduction

The vision for Calvary Mater Newcastle (CMN) is to be recognised as a global leader for translating research outcomes into directly improving health care for the community. This plan provides the hospital with the strategies and initiatives to achieve this vision. We believe that research should directly benefit patients; therefore, we aim to align our research work with our clinical areas of need. We will achieve this by creating an environment where high quality research is an integrated component of health care provision; thus providing long-term relevance and sustainability. This Translational Research Strategic Plan will move Calvary Mater Newcastle from a historical legacy of participation in research into a future strategic direction of leading a world class translational research team.

Specifically, the goals are to:

1. Support and further develop the capacity for research in CMN
2. Enhance the profile of current research in CMN
3. Strengthen the performance and quality of research in CMN
4. Encourage new researchers, including junior staff, to participate in research
5. Sustain an organisational commitment to support and develop research roles
6. Ensure governance arrangements which promote accountability and responsibility for research conducted according to ethical principles, scientific, regulatory and professional standards, risk management and the mission and values of Calvary

Translational research will improve the quality of patient care via:

- Direct discovery and development of new treatments, technologies, procedures and models of care
- Indirect promotion of a culture of ‘Excellence’ within the health service, through routine use of evidence-based care, critical appraisal, innovation and quality improvement
- Providing a framework for the delivery of high-value care by using 'Quadruple Aim' methodology.

Quadruple Aim:

- **Patient Experience**
  - Safe and effective care
  - Timely and equitable access
  - Patient and family needs met

- **Quality and Population Growth**
  - Improved health outcomes
  - Reduced disease burden
  - Improvement in individual behavioural and physical health

- **Sustainable cost**
  - Efficiency and effectiveness
  - Return on innovation costs
  - Funding for research

- **Clinician Satisfaction**
  - Clinical engagement in research
  - Leadership and teamwork
  - Quality improvement culture

*Taken from the Institute of Healthcare Improvement*
Background

Calvary Mater Newcastle (CMN), in partnership with Hunter New England Local Health District (HNELHD) and the University of Newcastle (UoN), and the Hunter Medical Research Institute (HMRI), form part of a multidisciplinary medical research hub in the Hunter Region of New South Wales, Australia. CMN is a world leader in medical oncology, haematology, radiation oncology, clinical toxicology, psychiatry and palliative care research; ranging in scope from basic laboratory to large scale implementation studies. CMN is currently the main centre for cancer clinical trials in the Hunter region.

Research at Calvary Mater Newcastle is interdisciplinary, with researchers working in partnership with clinicians, consumers, universities and affiliated organisations, to yield research outcomes that lead to improved treatments that directly benefit patients. CMN has an extensive team of dedicated and talented scientists and researchers who are committed to improving patient care through medical discovery and innovation. The hospital currently employs researchers in a broad range of areas to enable clinical trials, biomedical research, applied health services research and population health studies.

Calvary Mater Newcastle has strong community support and consumer engagement in its research program. Each year a number of research project grants are administered internally through the CMN Research Grants Committee. This program continues to be supported via generous donations directly from members of the community; enabling continuous investment in developing research capability.

1. Clinical Trials
   - Research to improve prevention, diagnosis and treatment of diseases
   - Determine the safety and effectiveness of medications, devices, diagnostic products and treatments

2. Biomedical Sciences
   - Basic and lab research to the point of human trials
   - Focus on developing new therapies that improve health or quality of life for patients

3. Health Services
   - Applied health research to inform and improve services provided to patients
   - Organisational, financial, human resources and service delivery aspects of health care

4. Population Health
   - Investigate and analyse factors that influence health status of groups or the population
   - Test and evaluate policies and interventions to improve population health outcomes

Translational Research

Goal: To improve outcomes for patients and the community
NSW Regional Health Partners was accredited by the National Health and Medical Research Council (NHMRC) as a Centre for Innovation in Regional Health (CIRH) in 2017 and is one of nine national consortia that form the Australian Health Research Alliance (AHRA).

AHRA is charged with advising the Medical Research Future Fund (MRFF) on implementing changes in health service delivery and population health to ensure better health outcomes for all Australians. The nine AHRA Centres have established a collaborative approach to address national initiatives to improve the translation of current evidence into healthcare practices and policies. The first round of funding to support these national initiatives was provided from the MRFF in 2017.

A principal element of the NSW Health ten-year strategic plan for health and medical research is the formation of co-operative research organisations - Research Hubs. The eight Hubs bring together research enterprises such as independent medical research institutes and clinical and academic research groups where facilities can be shared and ideas traded to stimulate new and health-relevant research.

The Hunter New England Central Coast Mid North Coast (HNECCMNC) Research Hub was established in 2014, with funding support from NSW Health’s Office for Health and Medical Research, as the initial implementation of the NSW Research Hub Strategy.

NSW Regional Health Partners CIRH emerged from the HNECCMNC Research Hub. The CIRH partners include the HNELHD, Central Coast Local Health District (CCLHD), Mid North Coast Local Health District (MNCLHD), CMN, the HNECC Primary Health Network (PHN), HMRI and the universities of Newcastle and New England (UNE).

The CIRH focuses on Local, State and National translational research initiatives and will assume the NSW Health HNECCMNC Research Hub Council responsibilities with a program to implement:

- Outstanding leadership in research and evidence-based clinical care that enhances the quality of healthcare in regional and remote Australia
- Excellence in innovative biomedical, clinical, public health and/or health services research that addresses the challenges and opportunities of healthcare provision in regional and remote Australia
- Programs and activities to accelerate translation of research findings into healthcare and ways of bringing healthcare problems to the researchers
- Research-infused education and training
- Health professional leaders who ensure that research knowledge is translated into policies and practices locally, nationally and internationally
- Strong collaboration amongst the research, translation, patient care and education programs
We must ensure that we are:

- **RELEVANT** - Ensure that research is patient-focused
- **INTEGRATED** - Enhance integration of research into all aspects of clinical care
- **COLLABORATIVE** - Promote collaboration and highly productive partnerships
- **INCLUSIVE** - Actively engage the community as partners in research
- **INNOVATIVE** - Foster a culture of translation and innovation in research
- **SUSTAINABLE** - Establish a sustainable research model for the future
- **ACCESSIBLE** - Develop, train and mentor emerging researchers
- **ETHICAL** - Uphold the mission and values of Calvary

Key performance measures

In a context where there is an increasing demand to evaluate the outcome of medical research, our plan aims to develop a set of indicators that measure the impact of translational research. This includes evaluation of:

**OUTCOMES:**
- Research grants and funding
- Publications, presentations, citations
- Research students and educational activities
- Awards and recognition
- Investigator-initiated clinical trials
- Proportion of patients participating in clinical trials

**IMPACTS:**
- Improved access to a wider range of treatments
- Improved health outcomes
- Improvements in clinical practices
- Improved community morbidity and mortality rates
- Improved patient and staff satisfaction
- Broader economic and social benefits
Key objectives

1. People and Culture
To improve research engagement, cultural alignment and meet critical performance measures to deliver our vision, mission and values

- To increase awareness and promote the benefits of integrating research into clinical care
- To enhance the profile and reputation of Calvary Mater Newcastle as a world leader for impactful research
- To create a nurturing capacity within the organisation that supports research talent, harnesses innovation and creates a culture of improvement

2. Excellence in Research
To provide research that meets the needs of the individual and communities we serve at the highest possible standard

- To develop supportive policies and frameworks for research excellence, quality and value
- To develop robust governance systems that ensure accountability for hospital-based research
- To embed research into all aspects of clinical care with an expectation that translational research will improve patient care
- To promote and support research that focuses on improving the health and well-being of Aboriginal people and the socially disadvantaged

3. Wise Stewardship
To use the resources entrusted to us to sustain and extend our mission and reinvest in research

- To use resources sustainably to ensure reinvestment in future research
- To address significant health challenges by bringing together interdisciplinary research teams
- To build a strong partnership with NSW Regional Health Partners to enable collaboration and clinical translation

4. Promoting Research Development
To evaluate service needs and seek innovative research opportunities aligned with our vision

- To selectively invest in research education and training to build organisational capability
- To support research leadership development through a strategy of engagement, mentorship and role-modelling
- To develop emerging researchers to become capable and resilient future research leaders

5. Community Engagement
To make a valued research contribution that benefits the health of the community

- To increase clinical trials that directly improve the health outcomes of individuals and the community
- To involve consumers in research activities and planning that will drive future research themes
- To maintain the highest ethical standards in all aspects of research
Our Vision:
To be recognised as a world class research facility that benefits the individuals and communities we serve.

Our Values:
• Hospitality
• Healing
• Stewardship
• Respect

Our Mission:
To support a broad spectrum of high quality research, create an environment where research is an integral component of sustainable health care, and propel innovative translational research into improving the health of individuals, communities and populations.

Relevant and Integrated
• Ensure that research is patient-focused
• Enhance integration of research into all aspects of clinical care

Collaborative and Inclusive
• Promote collaboration and highly productive partnerships
• Actively engage the community as partners in research

Innovative and Sustainable
• Foster a culture of translation innovation in research
• Establish a sustainable research model for the future

Accessible and Ethical
• Develop, train and mentor emerging clinicians and researchers
• Uphold the mission and values of Calvary

Continuing the Mission of the Sisters of the Little Company of Mary
1. People and Culture

To improve research engagement, cultural alignment and meet critical performance measures to deliver our vision, mission and values.

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<tr>
<th>STRATEGIC PRIORITY</th>
<th>ACTIONS</th>
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| **1.1 To increase awareness and promote the benefits of integrating research into clinical care** | • Develop an annual report for CMN Executive and the Community Advisory Council to showcase the impact of translational research on patient care.  
• Develop and implement promotional events and activities to enhance engagement with consumers and clinicians. |
| **1.2 To enhance the profile and reputation of Calvary Mater Newcastle as a world leader for impactful research** | • Develop a social media strategy to enhance the profile of CMN translational research and provide a platform for researchers to communicate their research globally.  
• Review the CMN research website. Explore opportunities to enhance the current format and link with our partners. |
| **1.3 To create a nurturing capacity within the organisation that supports research talent, harnesses innovation, and creates a culture of improvement** | • Explore new opportunities for funding research activities and develop initiatives that support building research capability, including:  
  › Increase access to professional development opportunities  
  › Develop models to support clinician research training (e.g. Fellowships) and provide research support (e.g. statistics, health economics) for CMN translational research  
  › Promote use and improve access to library information services  
• Increase awareness of the opportunities available through the NSW Regional Health Partners CIRH; disseminate information to both researchers and clinicians at CMN to increase research collaboration and translation. |
2. Excellence in Research

To provide research that meets the needs of the individual and communities we serve at the highest possible standard.

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<th>STRATEGIC PRIORITY</th>
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<td>2.1 To develop supportive policies and frameworks to embed research excellence,</td>
<td>• Develop and implement an integrated CMN research governance framework, in alignment with HNELHD and NSW Health, to ensure robust processes that protect both corporate and patient safety.</td>
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<td>quality and value</td>
<td>• Engage departments that are not involved in research to initiate new research projects and build clinician capability in quality improvement.</td>
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<td>2.2 To develop robust governance systems that ensure accountability for hospital-</td>
<td>• Develop and implement CMN-focused policies and procedures for conducting high quality research and clinical trials, including:</td>
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<td>based research</td>
<td>‣ Ethics and research governance</td>
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<td>‣ Operational management</td>
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<td>‣ Grant/funding management</td>
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<td>‣ Evaluation of performance indicators and research outcomes</td>
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<td>‣ Financial, legal and risk management</td>
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<td>‣ Data support - collation, reporting and analysis, statistics, health informatics, health economics</td>
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<td>• Scope funding and recruitment of a CMN research governance support person to assist with ethics applications, education and training and financial management advice.</td>
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<td>• Scope funding and recruitment of a CMN Director of Research to provide overarching leadership, governance and direction for the site.</td>
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<td>• Implement clinical trials improvement strategies informed and supported by NSW Regional Health Partners CIRH and Ministry of Health.</td>
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2. **Excellence in Research (cont.)**

To provide research that meets the needs of the individual and communities we serve at the highest possible standard.

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| 2.3 To embed research into all aspects of clinical care with an expectation that translational research will improve patient care. | • Engage clinical directors to create departmental goals for research and embed research as a key quality outcome within the current services plan and accountability framework.  
• Support the development and implementation of research plans by clinical, professional and service-defined groups and networks.  
• Establish a mechanism for monitoring and reviewing the impacts/outcomes of research to ensure effective translation. |
| 2.4 To promote and support research that focuses on improving the health and well-being of Aboriginal people and socially disadvantaged groups. | • Develop and implement new strategies focused on increasing Indigenous research (e.g. addressing the social determinants of health) and ensuring that all Indigenous research is conducted in a culturally safe way and collaboratively with the Aboriginal community.  
• Support strategies for improving health and medical research with socially disadvantaged groups. |
### 3. Wise Stewardship

To use the resources entrusted to us to sustain and extend our mission and reinvest in research.

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| **3.1 To use resources sustainably to ensure reinvestment in future research** | • Conduct an environmental scan of existing resources within CMN and implement a plan to maximise usage and address identified areas of need.  
• Review CMN donations and bequeaths in order to optimise the research opportunities for CMN staff and build future capability.  
• Develop relationships with new external funding bodies and potential research donors who align with the CMN future strategic direction.  
• Review and audit existing clinical trials across CMN and assess future clinical trial capacity and expansion. |
| **3.2 To address significant health challenges by bringing together interdisciplinary research teams** | • Develop and implement a strategic approach to increasing research and clinical trials in agreed priority areas.  
• Incorporate outcome focused KPIs into the CMN research accountability structure.  
• Participate in the development and implementation of the AHRA/CIRH clinical trials platform. |
| **3.3 To build a strong partnership with NSW Regional Health Partners CIRH to enable collaboration and clinical translation** | • Formalise operational arrangements between CMN and external organisations to ensure that research work is mutually beneficial.  
• Explore new opportunities for conducting collaborative research between partners of NSW Regional Health Partners CIRH.  
• Information to both researchers and clinicians at CMN to increase research collaboration and translation. |
### 4. Promoting Research Development

To evaluate service needs and seek innovative research opportunities aligned with our vision.

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| **4.1 To selectively invest in research education and training to build organisational capability** | • Seek feedback from CMN staff, researchers and consumers, to identify the barriers to active participation in research at CMN (e.g. survey).  
• Identify potential sources of local funding that can support new researchers at CMN; disseminate information relating to fellowships, PhD and/or masters’ studentships within CMN/HNE. |
| **4.2 To support research leadership development through a strategy of engagement, mentorship and role-modelling** | • Develop and implement a CMN mentorship program by identifying clinical leaders within research active units and linking them with research students and clinicians wishing to engage in research activities.  
• Identify units that are not research active and develop strategies to increase engagement and support the development of staff.  
• Support the growth and integration of academic appointments (conjoint) into clinical units to facilitate research engagement. |
| **4.3 To develop emerging researchers to become capable and resilient future research leaders** | • Establish researcher development workshops and events at CMN to support early to mid-career researchers in engaging with different funding opportunities, impact and research direction management.  
• Increase access to initiatives that support researchers with their research, career development and leadership skills; source opportunities within CMN/HNE and with external educational partners. |
## 5. Community Engagement

To make a valued research contribution that benefits the health of the community.

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| **5.1 To increase clinical trials that directly improve the health outcomes of individuals and the community** | • Review and audit existing research across CMN and identify the characteristics that do not benefit patients and the community.  
• Conduct an environmental assessment of clinical trials within each unit to determine risks, priorities, capabilities and research support needs.  
• Establish a robust mechanism for monitoring and reviewing the impacts and outcomes of research, innovations, quality improvement initiatives and new technologies. |
| **5.2 To involve consumers in research activities and planning that will drive future research themes** | • Promotion of CMN research to the community through media outlets and social media.  
• Facilitate consumer participation in future strategic planning for research at CMN, effectively aligning translational research with community priorities.  
• Establish a program to train consumers in reviewing research projects and contribute to research development. |
| **5.3 To maintain the highest ethical standards in all aspects of research** | • Promote a culture of responsible and accountable research through communication, engagement, role-modelling, education and training. To uphold the values of:  
  ‣ Honesty and integrity  
  ‣ Respect for research participants and the environment  
  ‣ Good stewardship of public resources  
  ‣ Appropriate acknowledgment of the role of others in research  
  ‣ Responsible communication of research results |
Key definitions

- **Translational research**: applies findings from basic science to enhance human health and well-being. Aims to "translate" findings in fundamental research into medical practice and meaningful health outcomes.

- **Innovation**: the introduction of a new concept (service, process, and product) aimed at improving treatment, diagnosis, education, access or prevention. The long-term goal is to improve quality, safety, outcomes, efficiency and costs.

- **Health services research**: multidisciplinary examination of access to health care practitioners, health care services and health care costs.

- **Quality assurance**: the maintenance of a desired level of quality in a service, attention to every stage of the process of delivery or production.

- **Quality improvement**: a formal approach to the analysis of performance and systematic efforts to improve it.

- **Change management**: the management of change and development within an organisation.

Further information

For further information about our research, please visit: [www.calvarymater.org.au/research](http://www.calvarymater.org.au/research)

If you would like further copies of the plan, please contact us or download a copy from our website.

**Contact us:**
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