

# Townsville Hospital and Health Service

## Research Strategic Plan 2023-2026

### Research at the Townsville HHS

Research is the keystone to evidence-based health care to improve patient outcomes and experiences. Access to new and improved treatment options Townsville HHS (Hospital and Health Service), have enhanced patient outcomes and put patients at the core of what we do. Building upon our experiences in North Queensland providing tertiary and quaternary care with our partners at Torres and Cape, Cairns and Hinterland, North West and Mackay HHS's provides an insight to recognize and leverage the unique challenges and opportunities of our region.

The Townsville HHS has grown its research funding by \$7.9 million over the last 5 years, with a 94% increase of publications. We are positioning ourselves through collaborations with academic partners, research organisations, health care providers and educational institutions including the Tropical Australian Academic Health Centre (TAAHC) to be amongst the leading research institutes in northern Australia.

The Townsville Institute of Health Research and Innovation (THIRI) is entering a phase of growth and is facing a unique operating environment in which we can leverage the available opportunities, while effectively managing the challenges present on our region. This strategic plan is intended to guide us to engage with meaningful collaborations and impactful research for these next 4 years.

### Our strategic priorities

**Digital health research** - developing a digitally enabled research environment to improve research effectiveness.

**First Nations people** - Increasing the participation of First Nations people in all aspects of our research.

**Collaboration** - building upon collaborations with colleagues. Interdepartmental, external academic partners, TAAHC and with other HHSs.

**Innovation and translation** - Leveraging new research opportunities to deliver better outcomes and experiences.

**Workforce and staff** - Providing opportunities including Queensland Training for Research Active Clinicians (QTRAC) for researchers to enhance their skills and follow their curiosity.

### Our challenges

- Ongoing demand for service delivery detracts from allocated research time
- Responding to the immediate and long-term impact of the COVID-19 pandemic
- There is a high prevalence of chronic diseases within our community
- Attracting and retaining a diverse work force with specialist skills in regional Queensland
- Limited funding potential due to constrained funding environment
- System fragmentation affecting the ability to supply integrated services
- Limited research methods expertise.

### Our opportunities

- Integration of digital health into our research activities for more efficient improvements in better value health care
- Uniquely located as the only tertiary university hospital in northern Queensland
- Being a major employer in the region generating a positive influence on the local economic environment
- Curiosity driven clinical research culture supports the attainment of clinical excellence
- Development of new and strengthening current collaborations between inter-disciplinary colleagues within Townsville HHS, with other HHSs, within TAAHC and with external academic partners
- Lead research with, for and by First Nations people
- Develop unique education pathways building research capacity in health care
- Delivery of a broad range of research to enhance patient outcomes and experiences
- Encourage innovation through a staged funding program
- Active engagement and codesign with research consumers.



## OUR VALUES:



Integrity



Compassion



Accountability



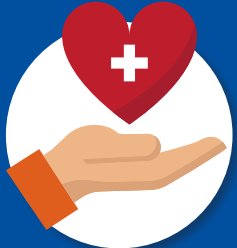

Respect



Engagement

# Townsville Hospital and Health Service

## Research Strategic Plan 2023-2026

 Enhance patient outcomes	Actions	Measures
	Enabling responsive research	<ul style="list-style-type: none"> <li>Audit, Quality and Innovation Review (AQUIRE) outcomes provided in less than 4 weeks</li> <li>Ethics and governance response timelines are 25% &gt; Research Ethics and Governance Health Service Directive #QH-HSD-0352022t</li> <li>Formation of recurrent clinical research innovation platform</li> </ul>
	Reflective participation and representation of First Nations peoples	<ul style="list-style-type: none"> <li>↑ Engagement in First Nations research               <ul style="list-style-type: none"> <li>20% ↑ in First Nations researchers</li> <li>20% ↑ in First Nations focussed research</li> </ul> </li> </ul>
	A coordinated approach to Townsville HHS Trials	<ul style="list-style-type: none"> <li>Adoption of the National Clinical Trials Governance Framework               <ul style="list-style-type: none"> <li>Formation of Clinical Trial Management Group</li> <li>Formation of Townsville HHS Clinical Trial Service</li> </ul> </li> </ul>
 Improve staff experience	Actions	Measures
	Pathway to support clinician researchers	<ul style="list-style-type: none"> <li>20% ↑ successful category 1 research grants</li> <li>20% ↑ partnerships with academic partners</li> <li>≥ Six annual grant writing seminars, workshops, or other formal activities</li> <li>Development of external facing Research Education Calendar</li> <li>↑ grant and fellowship workshops with attendees' success tracked via internal and external programs</li> <li>Training and mentorship opportunities all career stages through initiatives including Queensland Training for Research Active Clinicians (QTRAC) Appendix 1.</li> </ul>
	Establishing health and medical research workforce	<ul style="list-style-type: none"> <li>25% of new senior clinical staff have Higher Degree by Research</li> <li>Develop Fellowships to enable clinicians to engage in health and medical research at all career levels</li> <li>25% ↑ research education opportunities for researchers at all stages of their career</li> <li>Establish a formalised mentorship framework and program</li> </ul>
	Digitally enabled research	<ul style="list-style-type: none"> <li>Commencement of the Townsville HHS Research Data Lab</li> <li>25% of new audit/QA activities using Data Lab capacity</li> <li>↑ Research activities utilising digital health technologies in the care and treatment of patients or change in models of care</li> </ul>

OUR VALUES:



Integrity



Compassion



Accountability



Respect



Engagement

# Townsville Hospital and Health Service

## Research Strategic Plan 2023-2026

 <p><b>Improve patient experience</b></p>	Actions	Measures
	<b>Support patient participating with research</b>	<ul style="list-style-type: none"> <li>• ↑ Participation in research by the community by availability of research opportunities in every service group               <ul style="list-style-type: none"> <li>• 75% of departments engaging in research</li> </ul> </li> <li>• ↑ Diversity in new projects themes/topics               <ul style="list-style-type: none"> <li>• New projects in 20% of clinical departments</li> </ul> </li> <li>• ↑ Opportunities for patients to engage with research               <ul style="list-style-type: none"> <li>• Development of research opportunity web page</li> <li>• Development of a research consumer engagement panel</li> </ul> </li> </ul>
 <p><b>Better value care</b></p>	Actions	Measures
	<b>Transition to practice</b>	<ul style="list-style-type: none"> <li>• ↑ Projects which transition to standard care               <ul style="list-style-type: none"> <li>• 10% ↑ of publication and altmetrics</li> <li>• 25% ↑ in utilisation of economic evaluations</li> </ul> </li> <li>• &gt;75% of projects translating to or informing clinical care</li> <li>• &gt;50% of projects translating to policy, education or further research</li> <li>• Commencement of clinical innovation program</li> </ul>
	<b>Incentivise collaboration across disciplines, HHSs, TAAHC and academic partners</b>	<ul style="list-style-type: none"> <li>• ↑ New and ongoing research collaborations</li> <li>• Demonstrated collaboration in 50% of new local/regional projects</li> <li>• Demonstrated collaboration in 25% of new national/international projects</li> </ul>

OUR VALUES:



Integrity



Compassion



Accountability



Respect



Engagement