



Government of **Western Australia**
South Metropolitan Health Service

Research Strategy

2023–2033

South Metropolitan Health Service respectfully acknowledges the past and present traditional owners of this land on which we are meeting, the Noongar people. It is a privilege to be standing on Noongar country.

We also acknowledge that the Aboriginal population in the South Metropolitan Health Service is diverse and includes Aboriginal people from many communities across Australia.

We also acknowledge the contributions of Aboriginal and non-Aboriginal Australians to the health and wellbeing of all people in this country we all live on and share together.

Chief Executive's foreword

Research is central to the South Metropolitan Health Service's (SMHS) vision of excellent health care, every time. It supports our health service as it strives for excellence in providing the best care and treatment to our patients and community.

The SMHS Research Strategy 2023–2033 represents our commitment to grow our research to achieve this vision and reflects our growing organisational maturity.

In SMHS, research knows no limits. Our research is small and large. It can be at a ward level, across state lines or an international collaboration. We engage with industry partners to trial new treatments, drugs or devices.

Our research aims to improve both the quality of care and quality of life for our patients. It is about new treatments, contributing to enriching international knowledge, and helping address social and health inequalities.

Research in SMHS is a team effort, supported by our patients, consumers, academic partners, funding bodies and research institutes. These partnerships are essential to achieve high quality and world-leading clinical and translational research.

By outlining our research purpose, this strategy will guide the health service's decision-making and build our research culture over the next ten years. It will position research at SMHS as a part of daily clinical practice and strengthen our position as a research leader locally, nationally and globally.

The development of this strategy relied heavily upon the participation of diverse stakeholders, from consumers and researchers to medical, nursing, allied health and library staff.

Through their commitment and dedication, this strategy will support our researchers to deliver on the SMHS research vision and improve patient care and outcomes across and beyond SMHS.

Paul Forden
Chief Executive
South Metropolitan Health Service



SMHS vision

Excellent health care, every time

SMHS research vision

Research with purpose – working in partnership with SMHS communities and beyond to deliver excellence in health and wellbeing.

How we deliver our research vision

SMHS supports and values health research to:

- create and build knowledge
- improve understanding of health issues
- increase public awareness
- provide the best care to patients and their families across our unique and diverse communities, and beyond our borders.

As a key research enabler, we encourage and actively support our SMHS workforce to:

- share research ideas
- start new research projects
- participate in existing research activities.

To deliver excellence in health and wellbeing, we strive to provide high quality care that:

- is evidence-based
- is contemporary
- meets the needs of our communities.

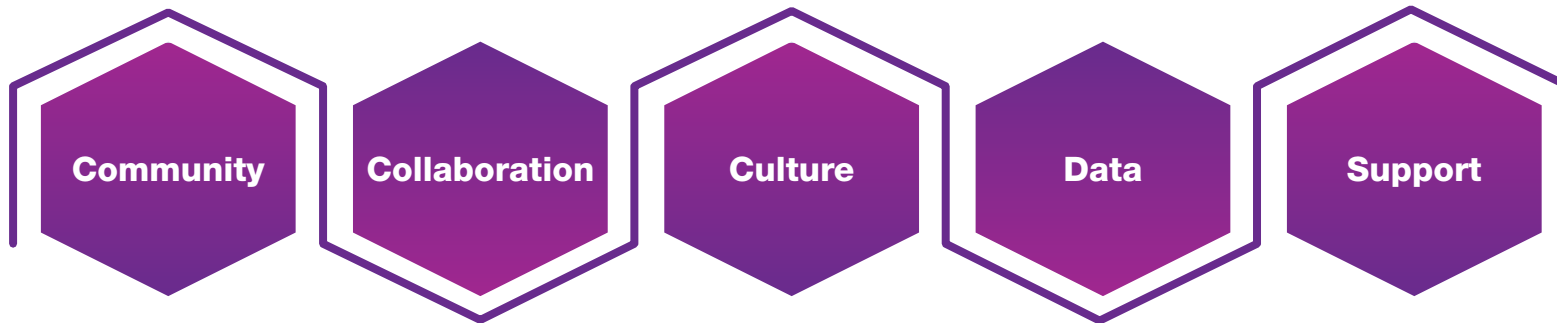
To ensure our communities are healthy and thriving, our research partnerships extend beyond our hospitals. Partnering with local institutions and national and international collaborators improves health outcomes closer to home and globally.

Measuring our research contributions

By 2033, SMHS research will contribute to the following outcomes:

- Improved standards of care.
- Positive changes in health policy and clinical practice locally, nationally and internationally.
- Demonstrated growth in:
 - publications and citations
 - grant success
 - industry investment in research
 - media and community engagement to share research findings
 - academic rankings.
- Increased staff and patient involvement in research and clinical trials.
- Education and mentorship programs for junior staff introducing them to clinical and preclinical research careers.
- A greater proportion of staff active in clinical and pre-clinical research.
- Increased clinical research positions.
- Improvements in how our research is valued.
- Increased community and patient involvement in SMHS research projects.
- Healthier local communities with improved health literacy through their partnership in research.

Our pillars of change



Community

– an engaged community participating in innovative research.

Collaboration

– a collaborative research ecosystem that attracts funding and achieves impact within and beyond the SMHS catchment.

Culture – an inclusive research culture fostering curiosity.

Data – researchers and clinicians empowered by accessible and available data.

Support – infrastructure and ‘can-do’ support for researchers in SMHS.

Community

An engaged community participating in innovative research

By 2033, communities will be actively engaged in SMHS research through:

- an explicit focus on building research literacy across our community, where everyone contributes and creates opportunities to share findings and the value of research to our community
- it being the 'norm' for patients and families to ask, "How can I assist with research into my condition to help the next generation walk a better journey, with a better future?"
- the adoption of a whole-of-community focus to research, including prioritising groups currently under-represented in decision-making about research priorities (e.g. Aboriginal people, culturally and linguistically diverse (CaLD) communities, refugees, people with mental illness)
- SMHS being known as a world leading research health service offering innovative care to patients and a culture that values, promotes and welcomes community engagement
- research focussed on health, disease prevention and social determinants underpinned by an understanding of our whole community
- development of seamless pathways that enable productive connections with communities and primary care providers.



Collaboration

A collaborative research ecosystem that attracts funding and achieves impact within and beyond the SMHS catchment

By 2033, SMHS will be part of a collaborative ecosystem that:

- energises an active culture of engagement and true strategic partnerships in pursuit of cutting-edge innovations
- creates impact beyond the SMHS catchment through partnerships with universities, industry and other health service providers (HSPs) to develop a more flexible funding structure
- has potential partners asking, “How can we find a way to work with SMHS”?
- strengthens interdisciplinary connections and collaboration locally, nationally and internationally
- has a thriving research foundation and an established SMHS Centre for Health and Medical Research and Clinical Education.



Culture

An inclusive research culture fostering curiosity

By 2033, our SMHS research culture will:

- be a principal recruitment driver for clinicians, empowering them to achieve by creating capacity and capability to undertake research
- be exemplified by inquisitive minds and everyone asking, “How we can do this better?”, with every clinician supported and encouraged to incorporate research in their daily activities
- encourage and support opportunities for pragmatic clinical and applied research, as well as supporting translational/ implementation science
- actively pursue research career pathways for aspiring clinical researchers with flexibility to engage with other researchers, universities and research institutes and support formal research training
- support SMHS researchers in nationally and internationally competitive grant submissions and panels, working collaboratively to improve funding success, and orchestrating key partnerships at a systems level.



Data

Researchers and clinicians empowered by accessible and available data

By 2033, SMHS will have:

- invested in digitally accessible health research data
- clinicians and researchers who embrace the ability to pull large population data from an electronic medical record (or similar) and generate hypotheses, identify groups of interest, and analyse clinical and quality of life outcomes
- streamlined global e-consent for SMHS patients
- established an ethical, regulated SMHS biobank with infrastructure and support for clinicians and researchers to partner samples with clinical data to facilitate translational research.



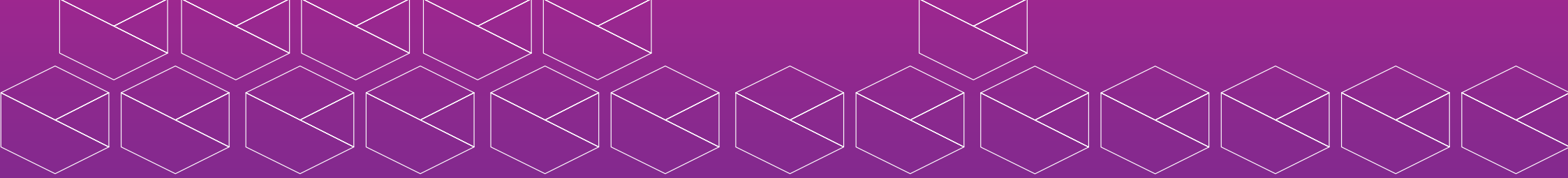


Support

Infrastructure and ‘can-do’ support for researchers in SMHS

By 2033, SMHS will be:

- getting the basics right and making it easy to do research
 - known for our ‘can do / yes’ approach to supporting researchers
 - known for our high ethics and high integrity, with research that can be relied upon whilst still finding ways to simplify research processes and governance
 - investing in attracting and growing clinician research capacity
 - maximising the strength, network and experience of senior SMHS researchers to mentor and coach potential and upcoming researchers
 - promoting and resourcing areas of research excellence and success
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- The image shows two women sitting at a table, engaged in a collaborative activity. They are both wearing dark blue polo shirts with white accents and logos. The woman on the left is smiling and looking at a document she is holding. The woman on the right is wearing glasses and is also looking at the document. They appear to be in a professional setting, possibly a meeting or a workshop.
- partnering with organisations outside of the SMHS community
 - ensuring community involvement in research co-design is valued and genuine.





This document can be made available in alternative formats on request.

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Excellent health care, every time

Care ■ Integrity ■ Respect ■ Excellence ■ Teamwork

