



Peninsula
Health

Research Strategic Plan

2020-2024





CONTENTS

Executive Summary	3
Our Research progress to date	4
Our Research Mission	6
Research metrics by financial year 2016-2019	7
Our Research and Our Innovation	8
Our Research Team	14
Our Partnerships	18
Our Environment	22

OUR 2020 TO 2024
RESEARCH STRATEGIC PLAN
SETS OUT PENINSULA
HEALTH'S DIRECTION TO
BUILD A VIBRANT RESEARCH
CULTURE THAT WILL ENABLE
THE DELIVERY OF
INNOVATIVE WORLD CLASS
HEALTHCARE AND
EXCEPTIONAL OUTCOMES
FOR OUR COMMUNITY.



EXECUTIVE SUMMARY

The 2020 to 2024 Research Strategic Plan defines Peninsula Health's direction to further build upon a vibrant research culture that will enable the delivery of world class health outcomes for our communities. The plan is aligned with the Peninsula Health 2019-23 Strategic Plan and Values, and supports the strategic objectives: Our Care, Our People, Our Community, Our Workplace and Our Ideas.

Peninsula Health delivers exceptional healthcare to the Frankston and Mornington Peninsula region with a resident population of over 300,000 people. It is an emerging leader in innovation and redesign and has started to position itself as a centre of excellence in scientific and translational research. Peninsula Health already enjoys international recognition for its research output and has a growing, high calibre workforce of clinicians engaged in research. With its affiliations with Monash and Deakin Universities as well as specialist colleges, it is a highly valued and desirable destination for medical, nursing, midwifery and allied health students and trainees.

Over the next five years we will further expand our research profile and capacity, with an increased focus on high priority areas including healthy ageing, cancer, mental health, addiction medicine and other chronic disease. We will further develop research in emerging areas and incorporate the use of big data to support the generation of innovative models of healthcare. Through adopting state-of-the-art approaches and technologies such as artificial intelligence and assistive technologies, we shall lead research into the future.

With the soon to be established National Centre for Healthy Ageing, we shall demonstrate even further growth in research leadership and excellence, health impacts, and strong community engagement. As a community-focused tertiary health service, the connectedness to our populations provides exceptional opportunities to expand interdisciplinary and patient-centred research. Peninsula Health will contribute substantially towards work with our Indigenous as well as culturally and linguistically diverse communities, and aim to showcase and lead positive impacts in the health of local, national and global communities. Our collaborations with the healthcare industry will be expanded and strengthened, further enhancing the productivity, reputation and reach of research that originates from Peninsula Health.



DIANA HEGGIE
BOARD CHAIR



FELICITY TOPP
CHIEF EXECUTIVE



VELANDAI SRIKANTH
PROFESSOR OF MEDICINE

OUR RESEARCH PROGRESS TO DATE

Strategic consultation during 2014-2015 identified the importance of developing research capacity and priorities to further enhance healthcare at Peninsula Health. Potential benefits of these strategies including improved service delivery, staff engagement, and enhanced public and industry reputation led to the development of the 2015 Research Strategic Plan. This outlined the initial steps that Peninsula Health would take towards establishing a stronger research presence and culture. Since the enactment of the plan in 2016, there has been substantial progress as detailed below:

- A Strategic Alliance Agreement was drawn between Peninsula Health and Monash University in 2016. In addition, other partnerships and collaborations have been actively developed (e.g. Victorian Health Services such as Alfred Health, Eastern Health, Monash Health and other members of the Monash Partners Academic Health Science Centre), interstate collaborating universities (e.g. UNSW, UTAS, UQ), and international partners (e.g. Mayo Clinic).
- Research governance was initially established in 2016 through a Board subcommittee (Research Advisory Committee, RAC) to initialise the strategic plan. As time progressed and with greater research maturity within the organisation, RAC was dissolved and replaced by the Research Operations Committee (ROC) in 2018. The ROC included members of both research and clinical communities, chaired by the Professor of Medicine, and with its principal role of operationalising the strategic plan and reporting directly to the Peninsula Health executive.

- Operational procedures were established for creating Monash University appointments for affiliates and adjunct academic positions, resulting in the appointment of five Monash Adjunct Professors (in Cardiology, Intensive Care, Surgery, Mental Health), and several others at Adjunct Associate Professor and Senior Lecturer/Lecturer levels across the organisation. Procedures were also enabled for the creation of research profiles for adjunct appointees, access to electronic resources (library, databases such as REDCAP), regular grant-funding information including NHMRC/MRFF, access to grant financial management systems within the Peninsula Clinical School, and the appointment of non-academic research staff through Peninsula Health.
- The Research Strategic Plan was again refined in 2017 with further input from multiple clinical stakeholders, resulting in the setting of research priority areas of healthy ageing and chronic disease. These were underpinned by a life-span view of ageing, the need to understand socioeconomic determinants of health, and an enabling platform of big data and digital health. Progressing on these priorities, significant academic recruitment occurred between 2017-2019 in areas of specific expertise including ageing, health services research/data linkage, biostatistics and bioinformatics. In 2019, a major funding commitment was received from the Commonwealth Government (\$32 million) towards establishing research infrastructure for a National Centre for Healthy Ageing aimed at developing and studying innovative models of health care in the fields of ageing, rehabilitation, mental health and addiction – all important areas of health need on the Peninsula.
- Established research groups were supported and strengthened in their capacity to complete significant bodies of work, access funding and explore and develop new areas of research. These were highly successful units led by clinical researchers in the fields of Cardiology (Prof Layland), Intensive Care (Prof Tiruvoipati), Surgery (Profs Hunter-Smith and Rozen), Respiratory Medicine (A/Prof Langton), and Allied Health & Community Care (A/Prof Williams). There are areas that are less mature in their research capability, including nursing, Women’s Health, Paediatrics, Radiology and Pharmacy, and efforts are underway to enable these areas to grow.
- Commensurate with operationalisation of the research strategic plan in 2016, there has been a notable increase in key research metrics of publications (146 in 2019), enrolment of higher degree research students (16 in 2019), acquisition of major grant funding (~\$3.9 million in 2019), and investigator-initiated research projects (137 in 2019).
- Towards enhancing research infrastructure, planning commenced in 2017 for the building of a new Research and Education Precinct to house the expansion of research and teaching. Significant progress is underway with expected completion by 2021.

OUR RESEARCH MISSION

- To create, foster and sustain a culture of interdisciplinary and community-connected scientific research that drives the provision of exceptional health care.
- To ensure that our research places particular emphasis on the promotion of healthy ageing and the management of complex chronic disease.
- To create strategic partnerships for our research community that help build an environment and culture of excellence and integrity.



OUR VISION

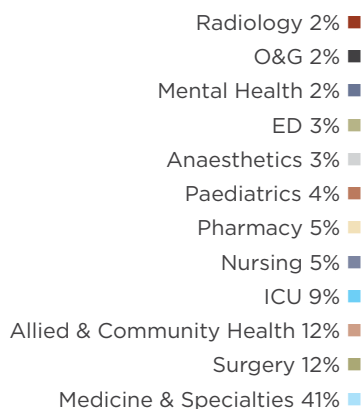
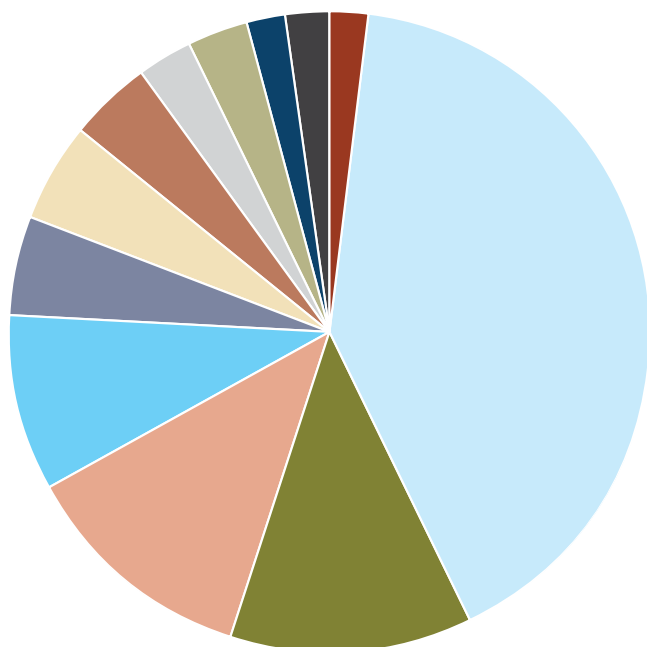
Exceptional health care driven by excellence in research

OUR PURPOSE

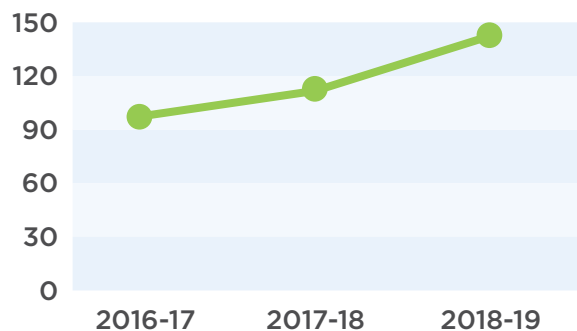
Collaborative research to build healthy communities



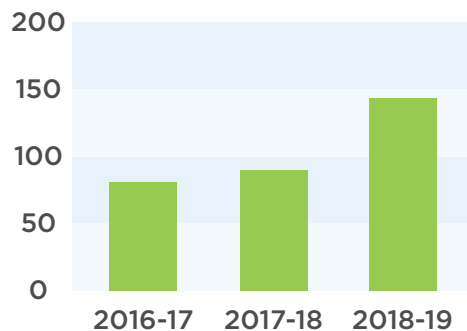
RESEARCH METRICS BY FINANCIAL YEAR 2016-2019



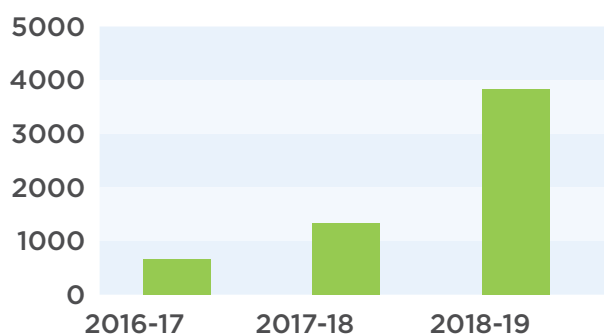
NEW PROJECTS (NUMBER)



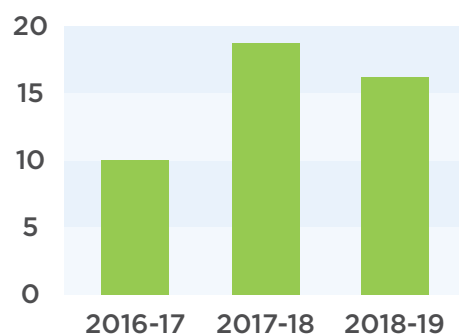
PUBLICATIONS (NUMBER)



GRANT INCOME \$ ('000)



HIGHER DEGREE RESEARCH STUDENTS (NUMBER)



OUR RESEARCH AND OUR INNOVATION

*ALIGNED TO PENINSULA HEALTH STRATEGIC
OBJECTIVES: OUR CARE AND OUR IDEAS*

WE WILL CONDUCT WORLD
CLASS TRANSLATIONAL HEALTH
RESEARCH WITH A STRONG
FOCUS ON OPTIMISING THE
CONSUMER EXPERIENCE,
FOSTERING A CULTURE OF
INNOVATION, AND IMPROVING
ACCESS TO CLINICAL TRIALS
FOR OUR COMMUNITY.



OBJECTIVE ONE

Promote, support and enable excellence in priority clinical translational research activities aimed at improving the health of our community

ACTIONS

Conduct high-quality interdisciplinary translational research projects in areas of priority (healthy ageing and chronic disease), existing areas of strength, and emerging areas of promise as below:

ADDICTION

- Reducing opioid prescription and dependence in hospital and in the community.

ALLIED HEALTH, COMMUNITY CARE AND NURSING

- Increased capacity within allied health and nursing professionals to enhance research participation, particularly in interdisciplinary projects of new models of care in hospital and community.

AGEING & CHRONIC DISEASE

- Integrated health to provide optimal care for older people and those with complex chronic multimorbidity and in polypharmacy, including further development of the Healthlinks model.
- Preventative healthcare and enhanced environments to enable healthier ageing for vulnerable older people - using novel methods such as assistive technology and social connectedness, including enhanced utilisation of MePACS platform.
- Leveraging electronic medical records to improve the diagnostic accuracy for dementia, towards estimating dementia prevalence.

INTENSIVE CARE

- Improved detection and management of frailty and multimorbidity to optimise outcomes in intensive care settings.

MENTAL HEALTH

- Implementation studies of best-practice care models for mental health.
- Meaningful and sustainable solutions to reduce the risk of mechanical and chemical restraints in older people.

SPECIALITY MEDICINE

- Augmenting secondary prevention of coronary heart disease and stroke by reducing vascular inflammation.
- Improving outcomes in treatment-resistant asthma with bronchial thermoplasty.
- Enhancing commercial clinical trial activity in Oncology/Haematology and other specialties.

SURGERY & ANAESTHESIA

- Progression to major grant funding for innovative 3D printing technology research in the management of important conditions such as hand osteoarthritis and breast reconstructive surgery.
 - Establishing the basis for implementing best-practice models (including Artificial Intelligence and robotics, where appropriate) in the care of older people undergoing surgery.
 - Develop research into EMR-assisted models of value-based health care in surgery.
 - Improving perioperative management of tobacco addiction, studying novel ways of tobacco control in hospitals including the usefulness of public address systems, management of chronic post-surgical pain, and conducting studies of simulation in clinical teaching.
-

NEW AND EMERGING AREAS

- Nursing: Established research leadership with a view to increased participation in interdisciplinary and clinically relevant research.
- Women's Health & Paediatrics: Creation of new opportunities for research activities including home-birth models and high-risk obstetric management. Researching impacts of novel paediatric outreach clinics in socially disadvantaged communities.
- Emergency Services: effectiveness of new models of care.
- Radiology: use of new imaging systems in clinical care.

MEASURES OF SUCCESS

- Success in acquiring recurrent and external funding.
- Increasing number of applications for grant funding.
- Co-designing research with consumers.
- Creating interdisciplinary teams.
- Piloting and conducting data-driven studies in priority clinical areas.
- Generating an increasing number of publications in high-impact journals.
- Presentation and recognition of research in forums (national/international) and media.

TIMEFRAME



2020 - Onwards

OBJECTIVE TWO

Create world class translational research systems that assist in evaluating models of health care delivery for our community

ACTIONS

Establish and develop the National Centre for Healthy Ageing (NCHA) by:

- Forming a strong governance structure and activity plan for the NCHA.
- Enhancing knowledge of the NCHA and its purpose to our staff, the Peninsula community, and our strategic partners, nationally and globally.
- Developing data platform infrastructure to facilitate translational research, with appropriate data governance systems.
- Enabling opportunities for hospital units and research groups to contribute to the development of NCHA activities.
- Developing strategies in partnership with Monash University to maximise recurrent funding that will sustain the NCHA into the future.

MEASURES OF SUCCESS

- A fully functional research data platform.
- Successful conduct of research evaluations of models of care in specified priority areas.
- Acquisition of revenue to sustain the NCHA.

TIMEFRAME



2020 - Onwards

OBJECTIVE THREE

Strengthen the organisational infrastructure for enhanced research activity in commercial clinical trials

ACTIONS

Prioritise actions through:

- Formalisation of commercial clinical trial agreement with Monash University to increase infrastructure revenue.
- Establishing a coordinated management structure to enhance trial activity across the organisation with shared resources.
- Enabling deployment of standard clinical trial data systems.
- Developing strategic partnerships to enable clinical trial access to our community, especially in more remote areas of the Peninsula.
- Promoting and marketing the research capability and capacity of the organisation to prospective industry and commercial partners.

MEASURES OF SUCCESS

- Increased substantial partnerships with new major clinical trial centres.
- Greater access to clinical trials for our community.
- Increase in the volume of commercial clinical trials.

TIMEFRAME



2020 - Onwards

OBJECTIVE FOUR

Develop novel research translation and evaluation frameworks using digital health systems, aimed at optimising the consumer experience

ACTIONS

Achievement will be measured by:

- Explore methods of electronic medical record optimisation and visualisation.
- Implement the digital collection of patient reported outcome measures (PROMS) and patient reported experience measures (PREMS) in routine clinical care.
- Develop and implement enhanced descriptive, predictive and prescriptive analytics in health care provision.
- Study digital barriers and enablers in integrated health care.

MEASURES OF SUCCESS

- Establishment of a plan that aids prioritisation and resourcing of digital health research projects directed at improving care integration.
- Consumer experience and outcome measures embedded in routine practice models of care with high uptake.
- Successful piloting of enhanced data analytics in clinical care.

TIMEFRAME



2020 - Onwards

OUR RESEARCH TEAM

ALIGNED TO PENINSULA HEALTH STRATEGIC OBJECTIVES: OUR PEOPLE

WE ARE COMMITTED TO CREATING A CULTURE THAT SUPPORTS THE DEVELOPMENT OF A GLOBALLY RECOGNISED AND LEADING RESEARCH WORKFORCE.



OBJECTIVE ONE

Support, recognise and reward Peninsula Health staff involved in research activities

ACTIONS

Enable structures and processes for research support, training, recognition and promotion as below:

- Create protected research time and support for our clinician researchers, opportunities for profiling research developments through research reports and the web, and recognition through annual research awards.
- Promote and support research activities by staff in non-clinical areas including administration.

MEASURES OF SUCCESS

- Researcher satisfaction survey.
- Growth in media profile for Peninsula Health research.
- Growth in recognition by awards.

TIMEFRAME



2020 - Onwards

OBJECTIVE TWO

Build the capacity of early and mid-career researchers through strong mentoring, training and support programs

ACTIONS

Create excellent systems of mentoring and supervision:

- Establish organisational support programs (e.g. "ResearchHelp@PH") to provide personalised mentoring for aspiring researchers, access to learning resources, promotion of supervision training, and access to leadership schemes.
- Support student-based research with access to Bachelor of Medical Science, Masters and PhD programs for medical, nursing and allied health students.
- Building an interdisciplinary educational and training framework and hub at Peninsula Health focussed on models of care based on effective teamwork.
- Promote Peninsula Health as a preferred site for Higher Degree Research candidates.

MEASURES OF SUCCESS

- Greater numbers of postgraduate student enrolments.
- Increasing access to Peninsula Health website pages on research opportunities.
- Enhanced supervision capacity for early- and mid-career researchers.
- Establishment of the Interdisciplinary Education and Training hub.
- Appointment of Professor of Nursing and Director of Training.
- Development of the Peninsula Health Interdisciplinary Education and Training Strategic Plan.

TIMEFRAME



2020 - Onwards

OBJECTIVE THREE

Build research revenue to recruit, retain and support high calibre researchers

ACTIONS

Increase funding from traditional and non-traditional sources:

- Applications to traditional national and international sources (e.g. NHMRC, MRFF, NIH), as well as through industry partnerships.
- Increase the visibility of research at Peninsula Health to attract philanthropic support.
- Creation and growth of specific Research Special Purpose Funds (SPFs) with contributions from all clinical streams.
- Exploration of feasibility of a Peninsula Health Foundation.

MEASURES OF SUCCESS

- Mechanisms in place to ensure researcher recruitment, retention, and project funding in a sustainable fashion.
- Increased funding for research.
- Increased philanthropic support.
- Increased number and value of SPFs at Peninsula Health.

TIMEFRAME



2020 - Onwards

OUR PARTNERSHIPS

ALIGNED TO PENINSULA HEALTH STRATEGIC OBJECTIVES: OUR COMMUNITY

WE WILL WORK TOGETHER WITH OUR COMMUNITY TO BECOME RESEARCH LEADERS IN THE AREAS OF INTEGRATED CARE, HEALTHY AGEING AND CHRONIC DISEASES.



OBJECTIVE ONE

Better engage with our community in research, including with Indigenous and culturally and linguistically diverse (CALD) populations

ACTIONS

Ensure active involvement of our community in research prioritisation, design and conduct, and in disseminating our research findings to end-users, as below:

- Understand priority issues that are important for our community that will create new avenues for research. These include addressing socioeconomic determinants of health, reducing social isolation, and optimising productivity with ageing.
- Co-design research solutions in partnership with our community and other researchers, including Indigenous-specific and community-led research projects.
- Frequent socialisation of Peninsula Health research and profile to the wider community.
- Consumer engagement in the use of their healthcare data.

MEASURES OF SUCCESS

- Greater involvement of our community in defining research priorities, co-design of research, and successful piloting of new co-designed initiatives.
- Increased number of research projects co-designed or led by Indigenous and CALD populations from our community.
- Establishment of internal structures to facilitate increased consumer participation in research.
- Increase in the number of projects that demonstrate meaningful consumer participation.

TIMEFRAME



2020 - Onwards

OBJECTIVE TWO

Strengthen existing partnerships with research organisations and build new productive partnerships

ACTIONS

Increase collaborative research with Monash Partners, taking advantage of resourcing opportunities (e.g. Graduate Research Industry Partnerships GRIP), and explore new partnerships in the context of the NCHA.

MEASURES OF SUCCESS

- Greater number of productive partnerships with existing and new collaborators, leading to strategic research, publications and grants.

TIMEFRAME



2020 - Onwards





OUR ENVIRONMENT

*ALIGNED TO PENINSULA HEALTH STRATEGIC
OBJECTIVES: OUR WORKPLACE*

WE WILL ESTABLISH EXCELLENT
FACILITIES, INFRASTRUCTURE
AND RESOURCES TO SUPPORT
THE CONDUCT OF CLINICAL
TRANSLATIONAL RESEARCH.



OBJECTIVE ONE

Establish a fully operational state-of-the-art Research and Educational Precinct

ACTIONS

Commencement of construction and planning operational logistics for the functioning of the precinct:

- Completion planning and tender processes for construction of new building.
- Completion of construction of the main NCHA building.
- Development of operational procedures, governance, functional capability and branding of the precinct through its opening.
- Housing of data-driven research activities of the National Centre for Healthy Ageing within the building.
- Established areas for research activity and collaboration for Peninsula Health staff.

MEASURES OF SUCCESS

- Successful completion and operationalisation of the building, and linkages with the main hospital.
- Establishment and successful operation of the NCHA.
- Research outputs from researchers with NCHA affiliation.

TIMEFRAME



2020 - 2022

OBJECTIVE TWO

Strengthen organisational systems and processes to support and foster local research at Peninsula Health

ACTIONS

Establish strong research administrative infrastructure within Peninsula Health:

- Maximise use of existing research administrative infrastructure within Monash University.
- Establishment of local systems for research and funds management that promote and govern research activity.
- Establishment of a contemporary research web/communications profile for Peninsula Health.
- Enhanced capacity and role of the Office For Research to keep pace with increased volume and complexity of research activity

MEASURES OF SUCCESS

- Effective research administrative structures in place for Peninsula Health researchers.
- Effective governance and sustainability of research activity at Peninsula Health.
- Increasing administrative and audit activity within the Office For Research.

TIMEFRAME



2020 - 2022





Office for Research

(03) 9784 2680

www.peninsulahealth.org.au/research



We are proudly inclusive.