



# Research Strategy and Implementation Plan **2024-2028**



# Document Control

Version	Date	Description
0.01	01/10/2023	Concept Draft for AEG and Board review
0.02	13/11/2023	Final Draft for AEG and Board review
1.0	19/12/2023	Endorsed by the EMHS Board Information contained within this document is correct at the time of publication but may change due to further planning considerations as they become evident.



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# Foreword

Research is central to advancing healthcare and to East Metropolitan Health Service (EMHS) realising its vision of **Healthy people, amazing care. Koorda moort, moorditj kwabadak.**

EMHS has a proud history of conducting outstanding clinical research and this continues today with our passionate researchers providing EMHS patients access to cutting edge clinical trials, advanced cell therapies for rare diseases and custom 3D printed medical implants, as well as new models of care and refined practices by the bedside.

EMHS also recognises the need to leverage rapidly advancing technology in the service of healthcare. We have invested heavily in developing our Health in a Virtual Environment (HIVE) service, firm in the belief that digital technology and data sciences, including Artificial Intelligence, can improve both quality of care and access to specialist services across our massive state. Research is critical to developing safe and effective digitally enabled healthcare and for this reason EMHS has made **Community and Virtual Care** one of its **three research focus areas**.

As one of WA's largest providers of mental health services, EMHS recognises there is a lack of mental health research capacity across our state, at a time when demand for mental health care is increasing. For this reason, we have made **Improving Mental Health** another research focus area.

In line with the state government's new *WA Health and Medical Research Strategy 2023-2033*, EMHS has also considered how

our unique services and capabilities can best contribute to a vibrant WA health and medical research sector. As home to the State Major Trauma Service and with outstanding emergency, intensive care and radiology research teams, EMHS has made **Improving Outcomes from Major Trauma** its third research focus area.

EMHS is also committed to ensuring equitable access to research and clinical trials - and to research directly addressing their specific health needs - for Aboriginal communities and other groups who experience poorer health outcomes, including homeless people, multicultural communities, older Australians and LGBTQI+ people. Research is crucial to closing the gap in health outcomes.

Partnerships are essential to research and one of our most enduring and impactful is with the Royal Perth Hospital Research Foundation, which has been funding research to benefit the EMHS community and helping our staff to build research careers for 40 years! Over the next five years we aim to build on this outstanding legacy by aligning our strategies and better supporting the Foundation to match grant opportunities to areas of need.

EMHS is aware of the vital role research plays in delivering the best possible care for our patients and staying true to our patient-centred approach to delivering amazing care. While results from research can take many years to translate into practical advances in health services and outcomes, we strongly believe in the value of investing for a better tomorrow.



**Pia Turcinov**  
Chair, EMHS Board



**Dr Lesley Bennett**  
Chief Executive EMHS

# What will research at EMHS look like in 2028?

Research and clinical trials will be guided by defined focus areas that leverage our strengths and unique expertise within the WA health system, target critical gaps in knowledge, capability and capacity needed to improve services, respond to the changing needs of our community, and capitalise on emerging trends, notably applying data and digital technologies to enable virtual healthcare.

Partnering with consumers will be at the core of our research efforts, from idea generation and project design to dissemination and translation of research findings.

Research and clinical trials will be integrated with routine clinical care and services, with an integrated leadership framework supported by improved internal and public-facing research activity, impact and outcome metrics, and consistent service-wide research and trials policies and procedures.

A wider range of partnerships will allow us to leverage shared resources with other health services, universities, and research organisations, while increased competitive research grant and fellowship success will allow us to build innovative research programs and support the development of aspiring and early career researchers.

Commercial clinical trial activity will increase, helping to sustain and build our expert trial teams while new partnerships will be established with the biotechnology, medical device, and pharmaceutical industries to provide our patients with the opportunity to access state-of-the-art treatments.

Finally, there will be a clear focus on making EMHS a true 'learning health system' that is equipped to translate existing research findings, as well as insights from our own research, into evidence-based best practices, technologies and policies that improve patient outcomes and deliver outstanding care.



# Background

This five-year research strategy and implementation plan is part of the East Metropolitan Health Service's (EMHS) commitment to intellectual curiosity - to "never stop questioning" - and to realising our vision of *Healthy people, amazing care. Koorda moort, moorditj kwabadak.*

This document builds on the work achieved under the previous EMHS Research Strategy 2019-2022. Progress to date has been considered along with feedback and input from consultations conducted with active EMHS researchers, external partners and wider EMHS stakeholders.

Ideas emanating from these consultations have been further shaped with reference to the research capacity literature, an environmental scan of trends and drivers in health and medical research as well as requirements dictated by key national, state and EMHS strategic documents.

The EMHS Research Strategy and Innovation Plan 2024-2028 will guide the development of research capacity and capability and strategically driven translatable research outcomes to achieve improved healthcare outcomes for our community.

This will be achieved by:

- Articulating how EMHS can contribute to health and medical research in WA, based on our service profile, existing capabilities, and unique attributes – **our goal for research.**
- Building on our existing strengths in research and clinical trials, understanding our unique services and assets and understanding current trends and future innovations in medical research – **the key drivers and trends.**
- Building implementation pillars and actions that facilitate achievable and sustainable growth and improved quality in research outputs and translation – **our approach.**



## Our Goal for Research – The Leaves

### *Research Improves Health Kadidjiny Warlang Moort*

To improve the health of our community and deliver amazing care by becoming a leader in clinical and translational research enabled by data and digital technology.

## Our Approach – The Trunk

An Implementation Plan established on **five pillars:**

1. Enablers
2. Collaboration
3. Training
4. Communications
5. Leadership

## Key Drivers and Trends – The Roots

### *Learning from our Experience, Communities and Environment*

Building on our history and strengths, learning from community, and capitalising on emerging trends and opportunities.



# Review of the 2019-2022 Research Strategy

The 2019-22 Research Strategy was ambitious, aiming to achieve substantial improvements in research capacity within EMHS and to achieve many initiatives that required major service and/or system-wide policy and process improvements and cultural change. Beyond the ambitious nature of many of the initiatives, COVID-19 both disrupted many of the planned actions and required EMHS to shift focus to the rapid approval of COVID-19 related projects.

Despite these challenges, achievements on which this refreshed strategy can build include:

- Establishment of the EMHS Research Hub and continued development of a facilitatory model of research ethics and governance providing more support during the early stages of project development.
- Effective integration of functions with EMHS Innovation and new leadership under the EMHS Director of Innovation and Research.
- Significant improvements in the management of clinical trials finance and grant management.
- Creation of a Clinical Trials Liaison Officer (CTLO) position.
- Creation of a Research Coordinator position by the Armadale Kalamunda Group.
- Creation of a new Director of Acute Care Nursing position, by Royal Perth Bentley Group, a joint position with Curtin University to actively lead nursing research.
- Strong advocacy for a legal mechanism to recruit patients incapable of consent into clinical trials and the effective implementation of the resulting Guardianship Act Part 9E.
- Improved reporting of research activity metrics.
- Establishment of an EMHS-wide Research Advisory Committee (RAC).
- Proactive support for staff applying for competitive research grants, including the provision of both in person and webinar training sessions on grant competitiveness.
- Provision of training in consumer engagement to improve project design and execution, and grant competitiveness.
- More consistent and regular research news stories, both internally and for the community via social and mainstream media.
- Regular themed researcher forums and networking opportunities with the Minister for Health and/or Minister for Medical Research and the EMHS Executive and Board members.

## EMHS Innovation and Research

From November 2021 the EMHS Research Hub has been operationally integrated with EMHS Innovation under the leadership of the EMHS Director of Innovation and Research.

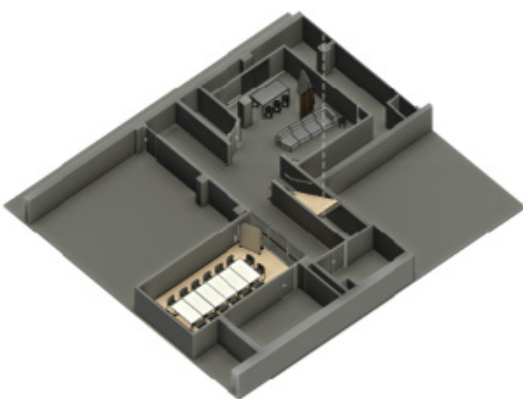
An innovation mindset is fundamental to identifying and framing problems or gaps in knowledge or practice that may present a research opportunity, as well as to framing specific research questions and developing and executing high quality research protocols. Similarly, a research project, evaluation or trial may be a crucial component to taking an innovative concept, service delivery model or technology from conceptualisation to implementation and potential commercialisation.

An integrated Innovation and Research team provides EMHS staff and partners with a single point of contact for guidance and support from the earliest stages of idea generation, including project planning and design, through seeking competitive grant funding, obtaining research ethics and governance approvals and support for dissemination and translation activities, regardless of whether the idea results in an innovation or research project.

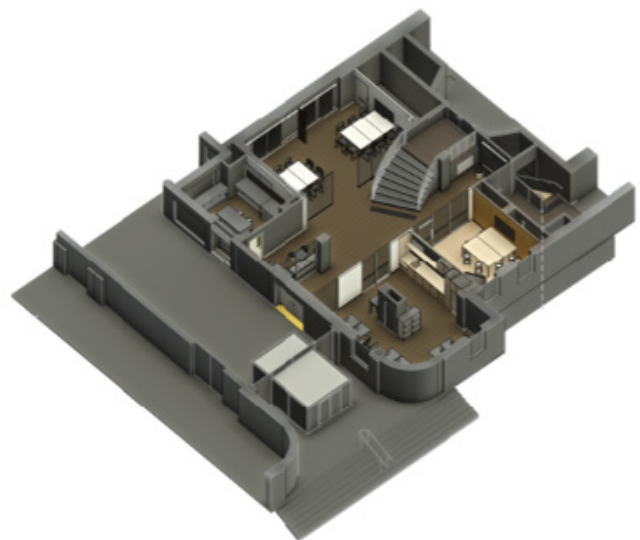
### Innovation Hub

During the life of this strategy, a physical Innovation Hub will open on the Royal Perth Hospital campus, with funding committed in the 2020-2021 State Budget. The Hub will support the development and facilitation of innovators across the WA health system, principally in the area of Digital Health and Biotechnology. The Hub will provide a highly visible, welcoming place for innovators and clinical staff to meet and collaborate, with EMHS Innovation assisting with project planning and design.

The Innovation Hub will be a key asset supporting implementation of this strategy, enabling research driven by innovations in digital health and biotechnology.



*Level 1*



*Level 2*







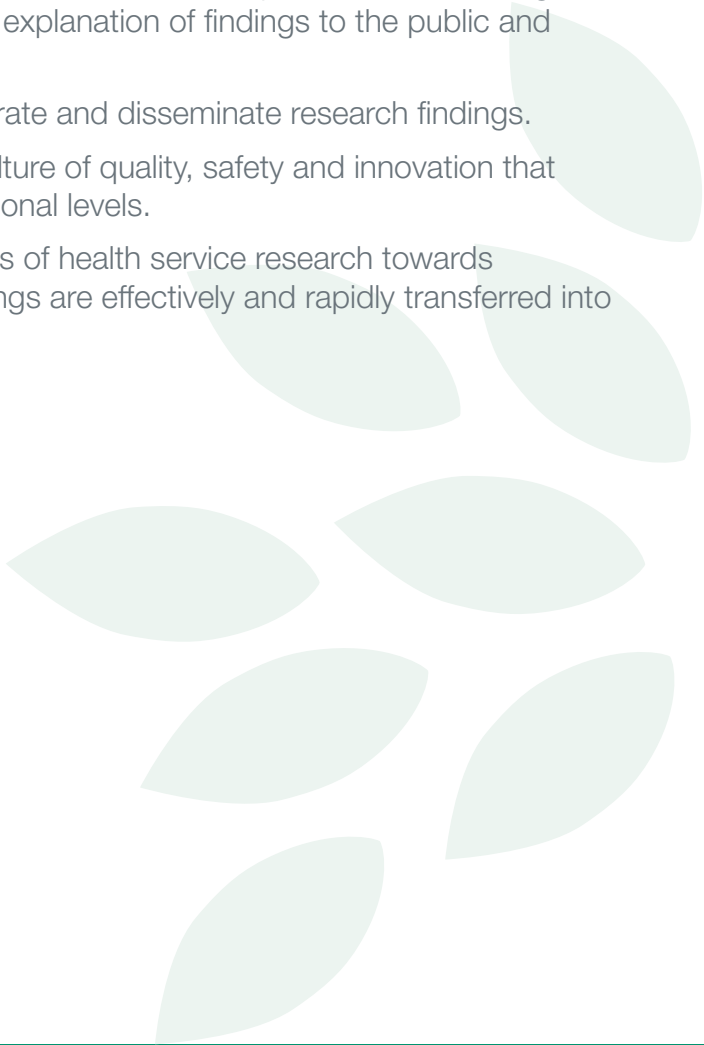
# Strategic Drivers and Trends

The Australian health and medical research ecosystem has changed substantially over the past decade. Calls for transformational reform began with the seminal 2013 ‘McKeon Review’ which argued for **research to be embedded into the core business of health services** and for a focus on the **rapid translation of research knowledge** into improved clinical care and health policy.

The McKeon Review recognised that embedding research into core business requires **improved research capacity** and **removal of barriers** to research. Improving research capacity and removing entrenched barriers to research participation by health staff is a long-standing challenge for health services. Initiatives documented in the literature for increasing research capacity and addressing barriers to research have centred on:

- Facilitating large-scale **partnerships** between health services, universities, medical research institutes and the commercial sector, and creating cross-sector research networks.
- Promoting multidisciplinary, **collaborative** research to respond to the complex and multifaceted nature of health and healthcare issues.
- Better targeting of **resources** and better access to research **infrastructure**, including systems that collect routine health data for access by researchers, while protecting patient privacy.
- Improving the efficiency of research **ethics and governance processes**.
- Better targeting of **training** programs that contribute to research skills development through partnerships with higher education.
- **Engaging** consumer and community input at all stages of the research process, from setting research priorities, to helping with dissemination and explanation of findings to the public and shaping research policies.
- Using a variety of **communication** streams to celebrate and disseminate research findings.
- Fostering **integrated leadership** that supports a culture of quality, safety and innovation that values research at the individual, team and organisational levels.

Overall, the McKeon Review proposed a shift in the focus of health service research towards **research translation** – ensuring medical research findings are effectively and rapidly transferred into clinical practice and health policy.



## WA Health and Medical Research Strategy 2023-2033

In February 2023, the State Government launched its 10-year [WA Health and Medical Research Strategy](#) which aims to increase collaboration, investment, capacity and capability to position Western Australia as an international leader in health and medical research and ensure the benefits of research are translated to a healthier WA community.

This EMHS Research Strategy aligns with the **five strategic goals** of the WA strategy, namely to:

- *Build and empower workforce* - to support research translation and attraction/retention of staff
- *Grow partnerships* - with consumers, universities, research institutes and industry
- *Leverage the ecosystem* - to utilise infrastructure, especially health data and digital technology
- *Promote research* - with improved tracking of research outputs and strategic media reporting
- *Sustainable and diversified funding* - targeting focus areas and encouraging co-investment

Furthermore, the strategy identifies **six strategic focus areas** which have been identified as emerging priorities for the WA health system:

- Aboriginal health
- Consumer engagement
- Precision health
- Regional and remote
- Digital health
- Prevention

The **vision** is for 'a collaborative consumer-driven ecosystem conducting world-leading impactful research that is translated into practice for healthier communities' and compels health services to:

- Apply a strategic, **focus-driven** approach to research endeavours.
- Identify **unique points of difference**, including speciality services and skills that can contribute to the overall WA health and medical research sector.
- **Collaborate widely**, including seeking non-traditional partners, such as industry.
- Focus efforts on improving **consumer engagement** and **research translation** for impact.



## Sustainable Health Review

The [Sustainable Health Review Final Report](#) was published in 2019, outlining 30 recommendations to ensure the WA health system is sustainable and responds effectively to the current and future needs of the WA population.

This strategy includes initiatives that will support EMHS to contribute to the six recommendations that are the current focus of the WA health system:

- Improving timely access to outpatient services.
- Implementing models of care in the community for people with complex conditions.
- Implementing a new funding model that is focused on quality and care for patients.
- Investing in digitising the WA health system.
- Creating a workforce culture of innovation and accountability to support change.
- Building workforce capability and partnering with universities and vocational training providers to shape the skills of future health personnel.

## Research Funding

### The WA Future Health Research and Innovation (FHRI) Fund

Since the launch of the previous EMHS Research Strategy 2019-22, the WA Government has created its [Future Health Research and Innovation \(FHRI\) Fund](#) that provides a secure source of funding for health and medical research, innovation and commercialisation that contributes to:

- Improving the health and wellbeing of Western Australians.
- Improving the financial sustainability of the Western Australian health system.
- Improving the economic prosperity of the State.
- Advancing Western Australia to being, or maintaining Western Australia's position as, a leader in health and medical research, innovation and commercialisation.

The FHRI Fund provides WA researchers with access to a range of research grant programs, including large infrastructure grants, seed funding and fellowships, and targeted funding for specific research programs.





## The RPH Research Foundation

The [RPH Research Foundation](#), with its vision of ‘Research for better health’, is a vital partner to EMHS, supporting innovation and research across our hospitals and services that help to ensure the best outcomes for patients, including some of the most disadvantaged members of our community.

The Foundation has an impressive record supporting EMHS staff to build research careers through a range of fellowships, seed funding programs and Springboard Plus grants. The Foundation also supports research within EMHS by making available facilities in its 50 Murray Street building adjacent to the RPH campus and providing free access for our staff to its highly regarded Biostatistical Consulting Service.

EMHS Innovation and Research has been working with the Foundation’s leadership to build on our existing relationship and this will continue through the implementation of this strategy. The identification of EMHS research focus areas and priority groups, and a plan to build organisational and staff capacity, will allow the Foundation to better target its grant programs, research sector partnership building and community engagement and fundraising efforts to help EMHS achieve its research goals.

## Increasing research funding and grant competitiveness

This strategy includes initiatives to improve EMHS’ capacity to develop high quality research projects and improve grant competitiveness from local and national funding sources. These initiatives include:

- Grant competitiveness training and resources.
- Training in consumer engagement, critical for obtaining research grants.
- Improved articulation of EMHS’ research goals and focus areas to support the RPH Research Foundation.
- Development of new support positions within EMHS Innovation and Research to assist staff and partners with project development, partnering and grant writing.
- Improved management of research finances, including attaining NHRMC Administering Institution (AI) status.

*John Palermo, Board Chair, RPH Research Foundation, Dr Lesley Bennett, Chief Executive, EMHS, Pia Turcinov, Board Chair, EMHS and Cate Cassarchis, Chief Executive, RPH Research Foundation at the Foundation’s 2023 Research Symposium and Awards Day.*

## National Clinical Trials Governance Framework

EMHS has a strong track record conducting both commercial and non-commercial clinical trials, primarily through our clinical trial teams at Royal Perth Hospital where an average of **30 new trials**, from Phases I to IV, are commenced each year.

Since our previous research strategy, all Australian jurisdictions have agreed to implement the [National Clinical Trials Governance Framework \(NCTGF\)](#) which seeks to ensure that clinical trials are conducted in a safe environment and in a high-quality manner for improved health outcomes for patients and the community. The Framework requires that health services embed clinical trials practices and governance into everyday business, with a strong focus on integrated leadership, clear roles and responsibilities and consumer input into trial activities and processes.

This strategy includes actions to ensure EMHS' clinical trials success is sustained and improved while achieving compliance with NCTGF-related accreditation standards.



Research is central to advancing healthcare and to East Metropolitan Health Service (EMHS) realising our vision of Healthy people, amazing care - Koorda moort, moorditj kwabadak

Research plays an integral role in a learning health system, is embodied in the EMHS service delivery principle of 'Intellectual Curiosity' and can contribute to meeting all our service principles.

## EMHS Strategic Alignment



*Kadidjiny Warlang Moort*  
**Research Improves Health**

### **Our Goal for Research – The Leaves** Research Improves Health *Kadidjiny Warlang Moort*

To improve the health of our community and deliver amazing care by becoming a leader in clinical and translational research enabled by data and digital technology.

### **Our Approach – The Trunk** An Implementation Plan established on five pillars:

1. Enablers
2. Collaboration
3. Training
4. Communications
5. Leadership

### **Key Drivers and Trends – The Roots** Learning from our Experience, Communities and Environment

Building on our history and strengths, learning from community, and capitalising on emerging trends and opportunities.



### **High performing systems and teams**

Targeted clinical trials and research helps EMHS teams confidently provide high quality, safe, patient-focused care and increases team skills.



### **Supporting diversity and inclusion**

Research that recognises and appreciates diversity and is culturally inclusive helps EMHS to close gaps in healthcare access and outcomes.



### **Consumer-centred**

Research informed by consumer input from conception to translation delivers better outcomes for EMHS patients and the community.



### **Intellectual curiosity**

Leading and translating priority-driven clinical research into evidence-based practice delivers improved health outcomes for the community.



### **Valuing our staff**

Being at the forefront of cutting-edge research increases staff satisfaction and makes EMHS an employer of choice.



### **Active partnerships**

Collaborations bring new ideas, skills and resources to multiply the reach and impact of EMHS research.



### **Doing the right thing**

Policies and resources that support consumers, staff and partners to participate in clinical research that upholds ethical practice and integrity is beneficial to all.

## **Implementation – Tackling the challenges head on for success**

Ensuring research conducted in a health service is of high quality, is completed with - rather than 'on' - consumers, targets local needs and service priorities and achieves tangible outcomes for patients is challenging.

While we seek to embed research and clinical trials into everyday business, they require adherence to specific regulatory and accreditation frameworks, unique workforce skills and carefully nurtured partnerships. Research also primarily relies on external funding and competitive grant success rather than operational funding. Implementation of this strategy will require tackling these contradictory requirements and expectations.

Clinical and translational research can contribute to almost all aspects of health service operations and help EMHS achieve key strategic goals outlined in the EMHS Strategic Plan 2021-2025.

## GOAL 1: Consumers and community



### Objective 1.2 Ensure consumers and carers are actively involved in service planning and direction

- Incorporate a research advisory role in existing EMHS CACs.
- Provide training in consumer involvement to EMHS researchers.

### Objective 1.3 Shift our focus beyond hospital walls

- Conduct research into novel digitally-enabled community care models and technologies.
- Embrace Teletrials to deliver novel therapies statewide.

## GOAL 2: Our people



### Objective 2.3 Attract, retain and develop our staff

- Investigate ways to support EMHS staff to complete Higher Degrees by Research (HDRs).
- Support EMHS managers and leaders to understand and support research projects, researchers and clinical trials.

## GOAL 3: The here and now



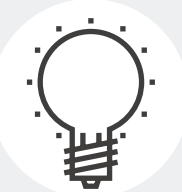
### Objective 3.1 Use what we know

- Broaden reporting of EMHS research activities, including outcome and engagement metrics, to the EMHS Executive and Board, EMHS staff, consumers and partners to improve decision-making.

### Objective 3.2 Agile organisation

- Support capability and capacity building in EMHS research focus areas while ensuring ongoing support of existing research and clinical trial strengths, novelty and 'intellectual curiosity'.
- Align EMHS and RPH Research Foundation strategies and focus areas to maximise funding opportunities for EMHS researchers.

## GOAL 4: A better tomorrow



### Objective 4.2 Adopt research and innovation

- Promote the EMHS research profile to attract new local, interstate and international collaborations.
- Take practical steps to encourage junior staff to lead or contribute to research projects.
- Train staff and provide resources to support research translation.

### Objective 4.3 Data-driven decision making

- Advocate for improved access to health data for research across the WA Health system, including timely access to linked data.

## Implementation Plan – Maturity Tiers

Actions to implement this strategy will be informed by the existing level of maturity in relevant systems across EMHS:

### Tier 1

#### *Continuing to do what we do well*

Identify current strengths and sustain existing research and clinical trial capacity, resources, staffing and partnerships.

### Tier 2

#### *Do more of what we should be doing, less of what we should not*

Identify and fill critical gaps and improve consistency in research and clinical trial capacity (processes, resources, staffing and partnerships); Remove duplication, redundancy and waste.

### Tier 3

#### *Do more of what we want to do*

Establish EMHS as a leader in clinical and translational research enabled by data and digital healthcare to deliver novel and innovative advances in care to our patients and community.

## Trauma and Critical Care

**212,403** presentations to our **Emergency** Departments.

**1,493** patients were cared for in our **Intensive Care** Units.

The **State Major Trauma Service** treated **1,088** major trauma victims.

## Inpatient Care

EMHS cared for **175,060 inpatients** across our hospital network.

**53,935 operations** were conducted.

Our maternity teams helped **4,068** women **give birth**.

## Outpatient Services

**507,286 outpatient appointments** were completed.

New **EMHS Eating Disorders Specialist Services (EMEDSS)** commenced operations.

## Going Digital

EMHS staff provided **262,173 virtual care appointments**.

The **HIVE** monitored **36 beds at RPH** and **14 beds at AHS**.

The **Co-HIVE Aged Care Service** has provided telehealth review to **640 people in 128 residential care facilities**.

**EMHS Telehealth** saw **50% of Aboriginal patients** receive outpatient care virtually.



## Rehabilitation

We opened a **new 30 Rehabilitation Ward** at **BHS** for older patients.

## Aboriginal Health

The EMHS community includes **21,500 Aboriginal people**.

EMHS manages **13 specific Aboriginal Health programs**.

EMHS operates **WA's specialist Aboriginal Mental Health Service Wungen Kartup**.

More than **100 EMHS staff identify as being Aboriginal**.

## Addressing Disadvantage

EMHS provided care to **1,696 people experiencing homelessness**.

In 2022 we opened **WA's first adult Gender Diversity Service (GDS)**.

RPBG Mental Health Division maintains **Rainbow Tick Accreditation** and a network of **Rainbow Allies** to support **LGBTQI+ consumers**.

## EMHS Clinical Services Snapshot 2022-23

**786,000 Western Australians** live in our **3647 km2** catchment area. Beyond this we provide **complex and specialist care** for people in **remote and rural WA**

### Closing the Gap

Aboriginal people make up **2.7%** of the EMHS catchment population and:

**9%** of emergency presentations

**5.7%** of outpatient services

## Partnering with Consumers

We established an **EMHS Multicultural Advisory Group**.

**AKG Aboriginal Health Consumer Advisory Group (AHCAG)** advised on culturally appropriate artwork and wayfinding.

The **RPBG consumer Lived Experience Advisory Group (LEAG)** commenced visiting patients and consumers.

## Community Mental Health

EMHS provided care to **21,224** people across **217,252 occasions of service** from Midland to Jarrahdale.

In 2022 we opened **WA's first mental health transitional care unit, Bidi Wungen Kaat Centre**.

In 2023 we launched the innovative **Crisis Resolution Home Treatment Team** based at AHS providing **intensive mental health care in the home**.

## Inpatient Mental Health

EMHS provided care to **21,224** people across **217,252 occasions of service** from Midland to Jarrahdale.

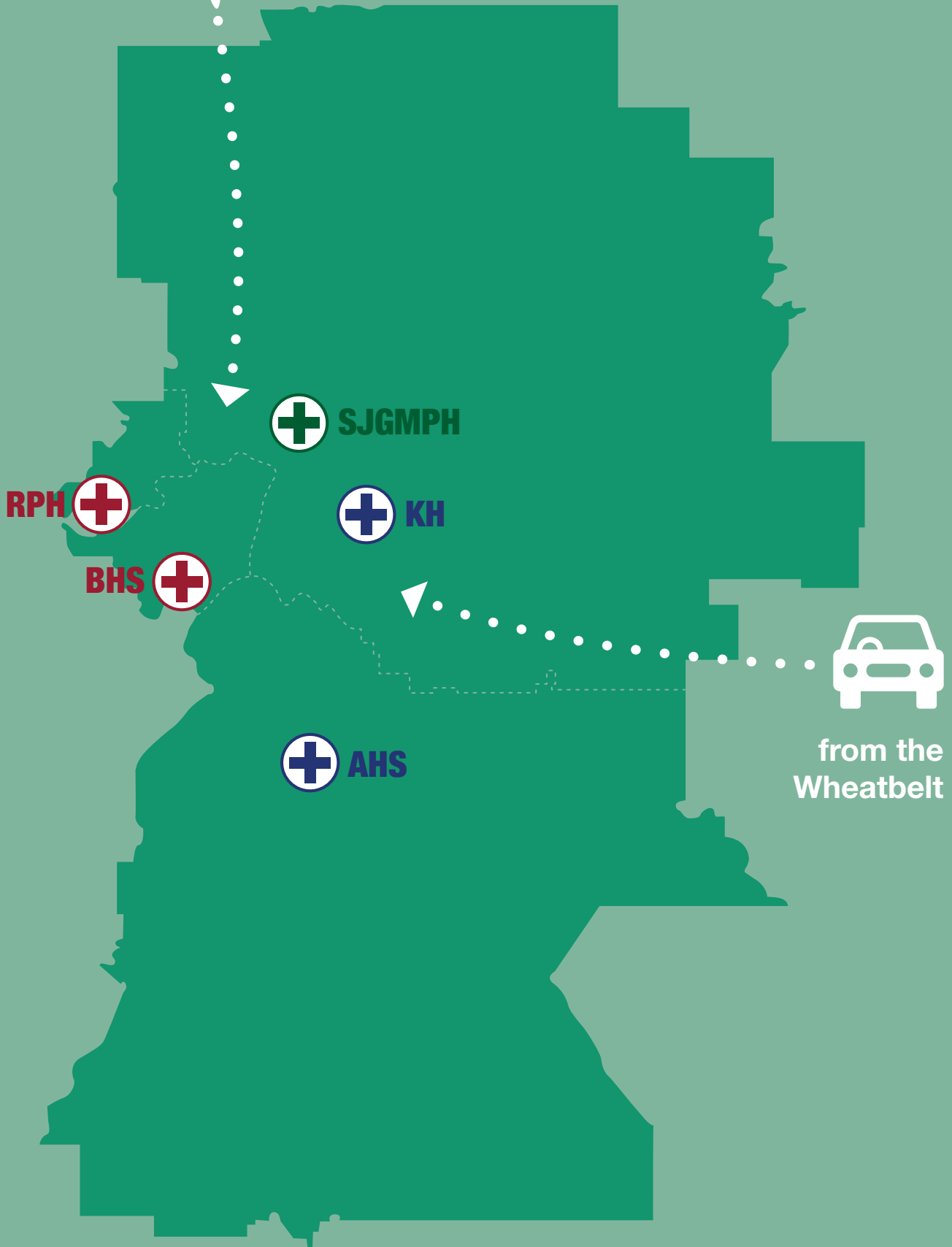
EMHS operates the **East Metropolitan Youth Unit (EMyU)** caring for people aged 16-24 experiencing mental illness.

In 2022 we opened **WA's first mental health transitional care unit, Bidi Wungen Kaat Centre**.





from the Pilbara  
and Kimberley



from the  
Wheatbelt

## Starting the journey to improved mental health services

**In recognising that mental health research is a state-wide weakness in WA, the EMHS Board has invested \$1 million in mental health-related research projects. These projects are starting to yield results, including:**

- Establishing the benefits of peer support for our frontline mental health workforce.
- Exploring the potential for Machine Learning (ML)-assisted suicide risk assessment.
- Evaluating a training model to upskill Emergency Department nurses to identify and work with patients who self-harm.

### WA Model for Violence Prevention (WA MVP)

Part of a \$3.5 million WA Government initiative, this four-year collaboration between EMHS and the Mental Health Commission will use RPH ED data to inform targeted injury and violence prevention strategies and community-based interventions to reduce alcohol-related presentations to ED and improve community safety.

## Developing tomorrow's researchers

**Three EMHS staff are commencing PhD's after winning Clinician Researcher Training Program (CRTP) grants funded by the FHRI Fund with UWA and Curtin University.**

- Social Worker Kirsty Stewart aims to transform suicide prevention within EMHS and beyond.
- Dr William Courtney, an RPBG Cardiology Research Fellow, will create a registry and trial new treatments for aortic stenosis.
- Graduate Nurse and Dobney Hypertension Centre research coordinator, Justine Chan, will establish an Acute Coronary Syndrome (ACS) Registry that will lay the foundation for exploring the causes of ACS.

**Since 1 July 2016, an average of 100 new research projects start annually, including:**

- 32 staff-initiated projects
- 19 collaborations with WA Universities / Institutes
- 18 collaborations with Interstate Universities and National Institutes
- 30 clinical trials

**Since 1 July 2016, EMHS-affiliated staff have contributed to 1,170 scholarly articles**

Top 5 EMHS Authors since 1 July 2016

- Gerald Watts
- Markus Schlaich
- Fred Chen
- Kwok Ho
- Daniel Fatovich

### Wearables empowering patients

The EMHS Health in a Virtual Environment (HIVE) team are completing the Co-HIVE Mental Health Project - a trial of remote monitoring and virtual intervention for people with Major Depressive Disorder (MDD).

Funded by a \$2M Commonwealth Health Innovation Fund grant, the project has piloted remote monitoring of consumers with MDD in the community, enabled by wearable devices and mobile applications, with intervention via audio-visual connectivity to a mental health clinical team.

### Partnering with local biotech start ups

RPH staff are helping a WA medical device company, VeinTech Australia Pty Ltd, to refine the design of a handheld device to assist clinicians to locate veins for cannulation. In 2024 EMHS plans to partner with VeinTech, recipient of several FHRI Fund grants, to trial the device in patients.

EMHS is also working with WA start-up, and recipient of a FHRI Fund Innovation Seed Grant, What the Doctor Said, to pilot a web-based system that lets doctors send personalised discharge instructions to their patient's mobile phone.

### Developing Nursing & Allied Health research

The RPH Research Foundation's Inaugural Nursing and Allied Health Grants 2023 awarded \$56,343 to four projects investigating critical frontline questions, including how to enhance older adult care and better engage Aboriginal patients making treatment decisions.

In another boost to Nursing research, RPH has appointed Vicki Patton as Associate Professor of Acute Care Nursing. In a joint appointment with Curtin University, Vicki will mentor EMHS nurses to realise their research ideas.

### Reducing stillbirths in multicultural communities

AKG Head of Obstetrics and Gynaecology, Dr Sangeeta Malla Bhat, has been researching factors associated with an unacceptably high rate of stillbirths in minority ethnic populations.

After publishing a systematic review of the literature, Dr Malla Bhat and colleagues are reviewing a decade of EMHS data to identify any patterns linking stillbirth to ethnicity and to inform steps to reduce stillbirth rates locally.

## World first AI solution for Traumatic Brain Injury

An EMHS team led by Dr Robert McNamara, Intensive Care Specialist, and Shiv Meka, Lead Data Scientist, are developing advanced neuro-monitoring systems and Artificial Intelligence (AI)-supported predictive models to improve the diagnosis and treatment of severe TBI.

These innovations are expected to lead to more accurate individualised prognosis and early identification of deterioration, such as raised intracranial pressure, leading to much improved treatment and patient outcomes.

## National grant success for ED researchers

In 2020, the RPH born Emerging Drugs Network of Australia (EDNA) was awarded a \$3.72M NHMRC Ideas Grant, the culmination of many years of hard work and determination by the RPH team headed by Prof Daniel Fatovich with ED colleagues Dr Jessamine Soderstrom and Dr David McCutcheon.

The now nationwide initiative brings together emergency physicians, toxicologists and forensic laboratories in each state to build a national surveillance and early warning system of illicit and emerging drugs with their clinical registry hosted at Curtin University.

## EMHS-led trial making a global impact

RPH's Director of Anaesthesia Research, Prof Tomas Corcoran, was lead researcher in a national multi-site trial funded by the NHMRC, the Perioperative Administration of Dexamethasone and Infection (PADDI) trial.

PADDI demonstrated conclusively that pre-operative dexamethasone administration to prevent nausea and vomiting did not increase the risk of surgical wound infections, ensuring more patients will benefit from its use.

## Working with ECU towards Closing the Gap

In 2024 a team of ECU researchers, led by Prof Dan McAullay, Dean of Kurongkurl Katitjin EC, will work with EMHS's Aboriginal Health team on the EMHS funded project 'Taking a data driven approach to ensure equitable health service delivery in EMHS'

This study will analyse EMHS service data to determine differences in service delivery to Aboriginal people, establishing a baseline and informing planning for future research and service initiatives to help close the gap in service delivery to our First Nations community.

## A culture of trials drives research excellence

The RPH Haematology Department, headed by Prof Michael Leahy, is EMHS' most active clinical trials department with an embedded culture of intellectual curiosity and staff-initiated research.

Research by Dr Hun Chuah has led to a blood test for patients diagnosed with Acute Myeloid Leukaemia (AML) that is safer and cheaper than a bone marrow biopsy yet just as sensitive at detecting traces of cancer. This means patients with AML - one of the deadliest of cancers - can be spared the painful bone marrow biopsy.

## Trials EASY AS for Cardiology Department

The RPH Cardiology Department, headed by Prof Graham Hillis, is a highly active clinical trials and research department.

Prof Hillis is international Co-Principal Investigator on the 'EASY-AS' trial, co-funded by the MRFF and both the British and New Zealand Heart Foundations. The trial will definitively determine if it is better for patients with severe asymptomatic Aortic Stenosis (AS) to have aortic valve replacement (AVR) while asymptomatic or, as per current practice, wait until they are symptomatic.

## Tackling polypharmacy in Schizophrenia

My Linh Nguyen, AKG Head of Pharmacy, assessed rates of polypharmacy for patients with schizophrenia, reviewed prescribing patterns against guidelines and consulted with clinicians to drive changes to prescribing practices and add a Clinical Pharmacist to the outpatient team.

At BHS, Dr Hitesh Prajapati, Registrar, and Prof Alex John, Consultant Psychiatrist, are investigating how a range of demographic and clinical variables influence the practice of antipsychotic polypharmacy.

## Prestigious Award for RPH heart researcher

Prof Gerald Watts, Senior Consultant at RPH and Winthrop Professor at UWA, was awarded the 2022 Cardiac Society of Australia and New Zealand (CSANZ) R T Hall Prize, in recognition of his outstanding and globally significant 25-year translational research program in Perth.

Prof Watt's work has spanned basic science and novel therapy development to leading the development and implementation of national clinical models of care for Familial Hypercholesterolaemia (FH).

## World-first trial to manage high blood pressure

Prof Marcus Schlaich, a renal physician and hypertension expert, heads up the Dobney Hypertension Centre, a collaboration between RPH, UWA and RPH Research Foundation.

Prof Schlaich is leading a world-first trial to investigate the safety and efficacy of a novel catheter-based approach to silence the carotid body in the neck as a treatment for patients with treatment-resistant hypertension. As the biggest killer world-wide, new treatments for uncontrolled blood pressure are essential.

## Engineering a solution for complex wounds

Biomedical Engineer, A/Prof Alan Kop, is leading a team of RPH scientists and surgeons awarded the RPH Research Foundation Innovation and Impact Grant to apply novel 3D printing, 3D scanning and cell therapies to produce the first tissue-engineered product for healing complex wounds.

It is hoped this will prevent the need for multiple surgeries, or even amputation, in the treatment of complex wounds.

## New 'Sandbox' to innovate cell therapies

RPH's Cell & Tissue Therapies of WA (CTTWA) is TGA-licensed to manufacture a range of advanced therapies, including cell, gene, RNA, viral and tissue-based therapies.

Facility Director, A/Prof Zlatibor Velickovic, launched the 'Centre for Advanced Cell Therapies' for process development and GMP manufacturing expertise to co-develop novel therapies for local researchers and industry. CAT expands WA's GMP manufacturing capability by providing the space, equipment, and expertise to develop clinical-grade products for early-phase clinical trials.

## Mobilising AI to take scanners to the patient

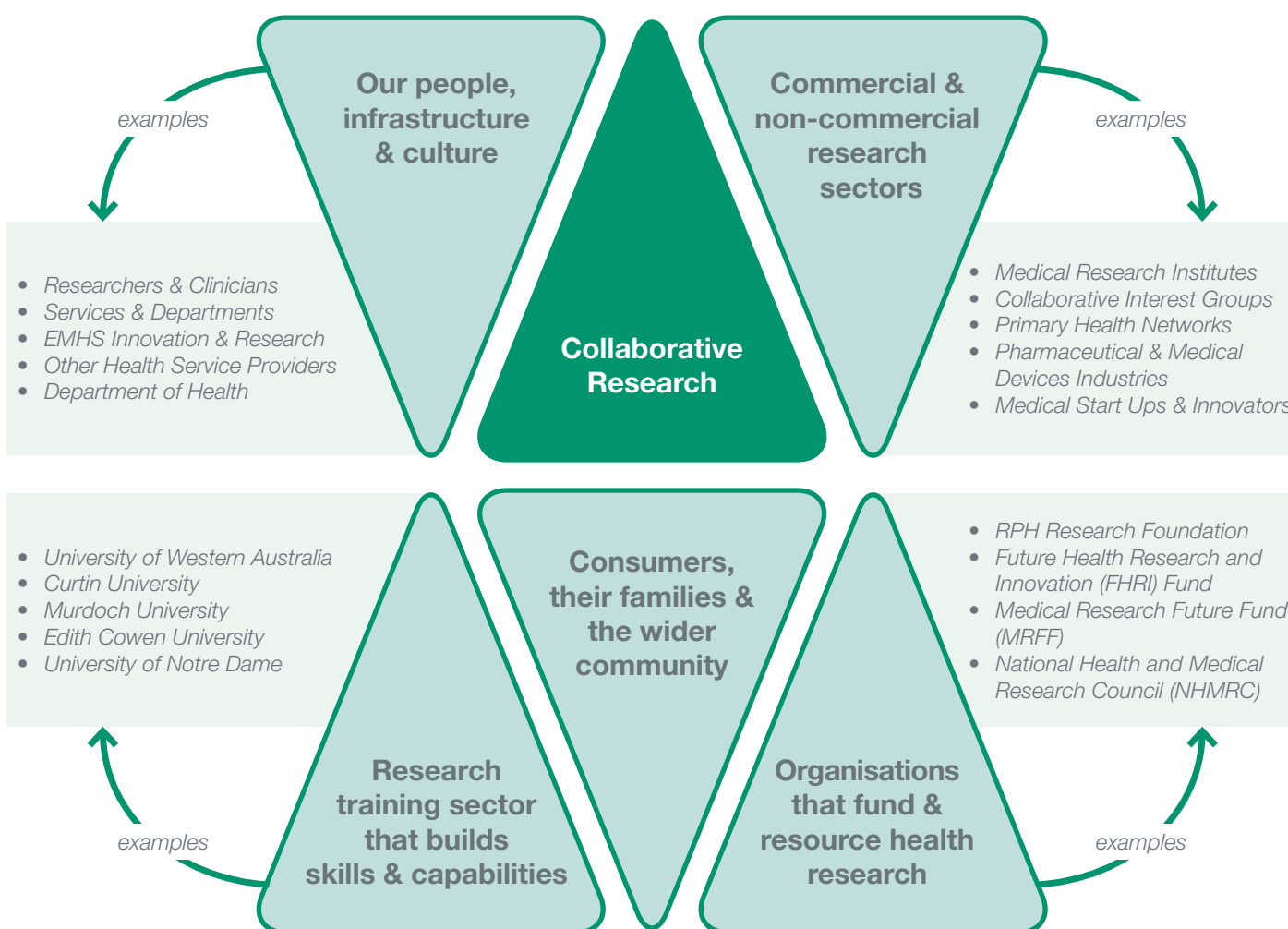
Prof Paul Parizel, the David Hartley Chair of Radiology at UWA and RPH is championing a trial of a world-first portable head-only MRI system, the Hyperfine Swoop.

The trial, involving three interstate partners, will use deep learning algorithms (AI) to improve the diagnostic image quality so the system can be deployed to patient bedsides, including in rural and remote regions where access to imaging is limited.

# Partnerships and Translation

The benefits of collaboration in health and medical research have been demonstrated throughout the literature, acknowledging that more can be achieved together than in isolation. Partnerships ensure we identify, target and solve important healthcare problems with well-resourced research projects and implement findings as new or improved evidence-based and best practice care. Great partners can bring fresh ideas and innovative technologies or ways of working, specific skills and expertise that complement those found in a health service, as well as specialist equipment and human resources. Competitive grant funding is typically reliant on health services and partners in universities, research organisations and the commercial sector working together to deliver high quality, high impact research.

EMHS has many enduring collaborations without which we could not conduct the range and quality of research and clinical trials currently undertaken.



## Partnering with industry to develop new drugs and devices

EMHS's clinical trial specialities work with a range of commercial sponsors, partly driven by our clinical services and patient profile, as well as by the expertise and interests of our senior consultants and emerging clinical researchers.

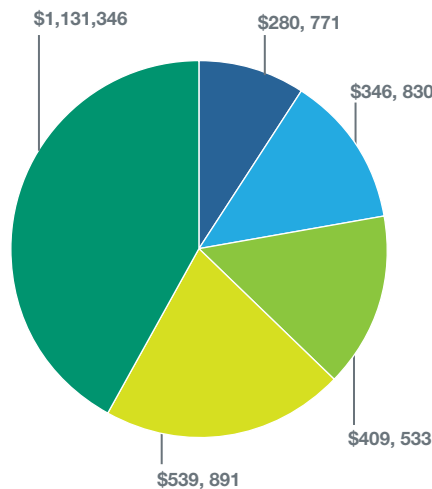
Clinical Trial funding has increased in recent years, due to a surge in new trials completing feasibility assessment and start up in late 2021-22 and commencing recruitment through 2022-23.

### Further embedding clinical trials to deliver amazing care

Clinical trials are an essential part of a health service's work, contributing to the development of new treatments to prevent, diagnose or treat disease or injury. For patients, a health service where clinical trials are offered as routine provides not only access to cutting edge treatments but also hope where existing treatment options have been exhausted. For this reason, it is critical that EMHS invests in clinical trials capacity to further standardise and embed trial processes throughout the service, achieving compliance with the National Clinical Trials Governance Framework (NCTGF).

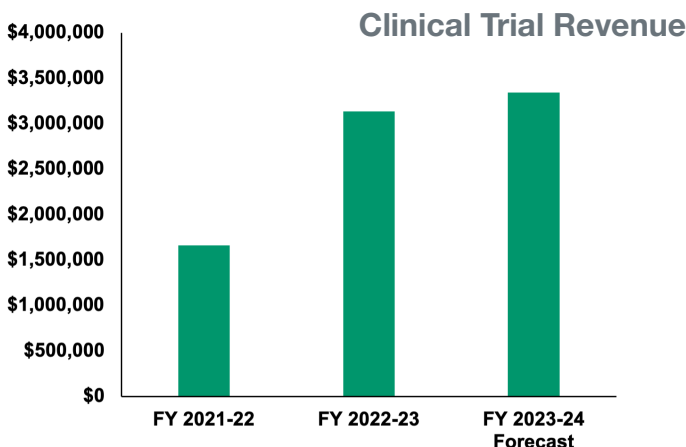
Building a truly integrated clinical trials program which sees patients routinely offered participation in trials is fundamental to EMHS achieving our **vision** of providing *amazing care* and living up to the **value** of *excellence*.

Since **July 2021** EMHS trial teams have worked with **41 pharmaceutical and medical device companies** who have funded clinical trials to the value of **\$5.86M**.



### Top 5 Commercial Partners

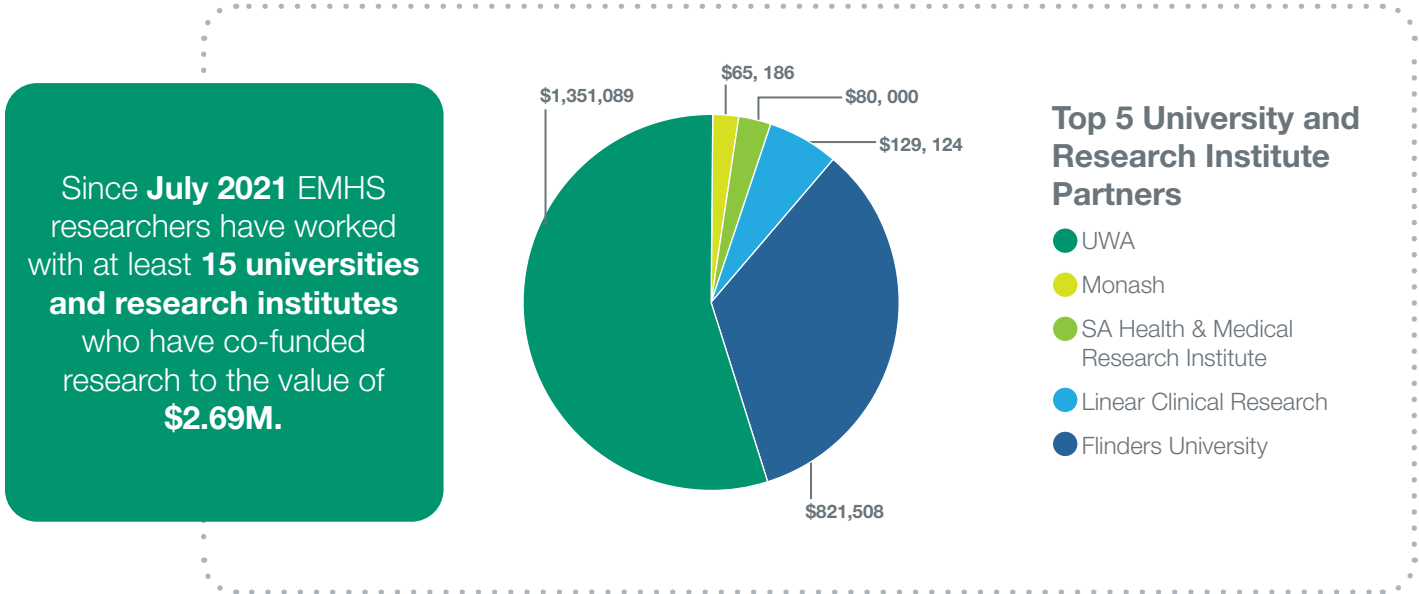
- Novotech
- Clinical Network Services
- Abbvie
- Janssen Cilag
- Merck Sharp & Dohme



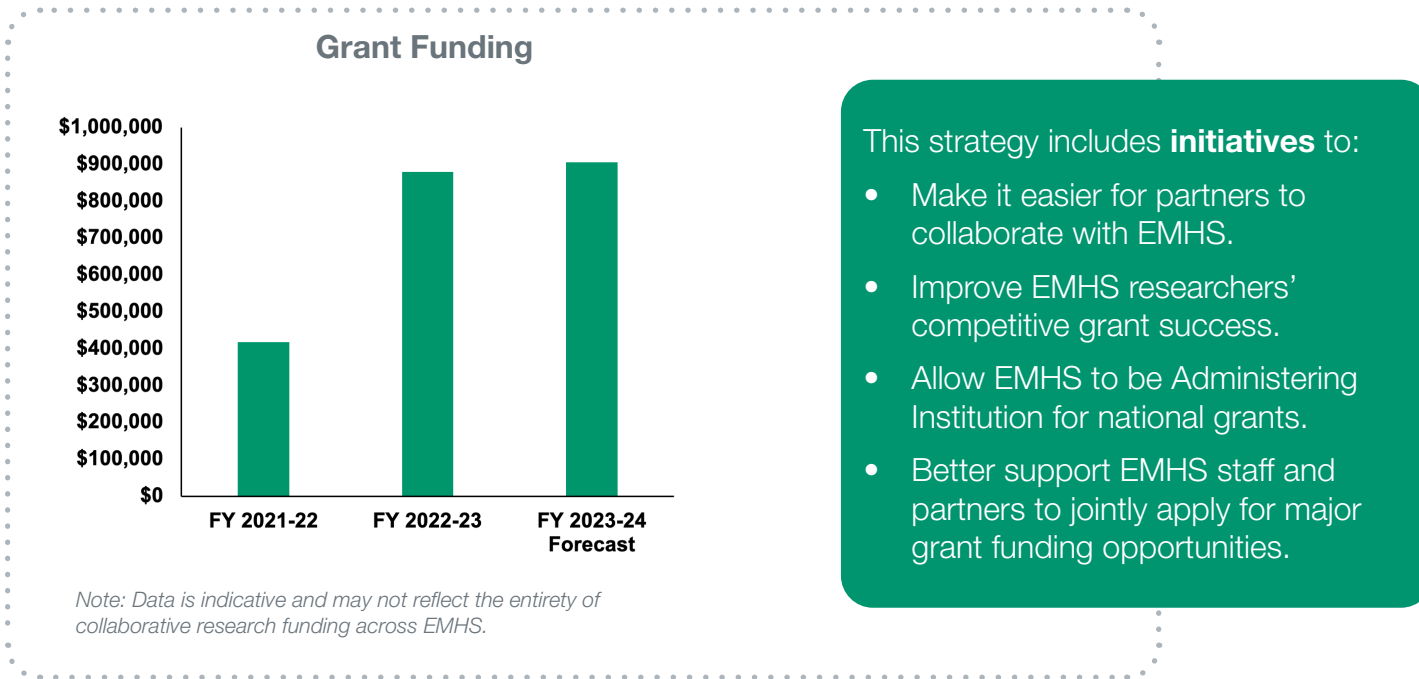
Clinical Trials rely on the incredible hard work of our clinical trialists and coordinators, and the crucial support provided by professionals throughout EMHS, notably our Pharmacy and Imaging clinical trial teams and our colleagues at PathWest.

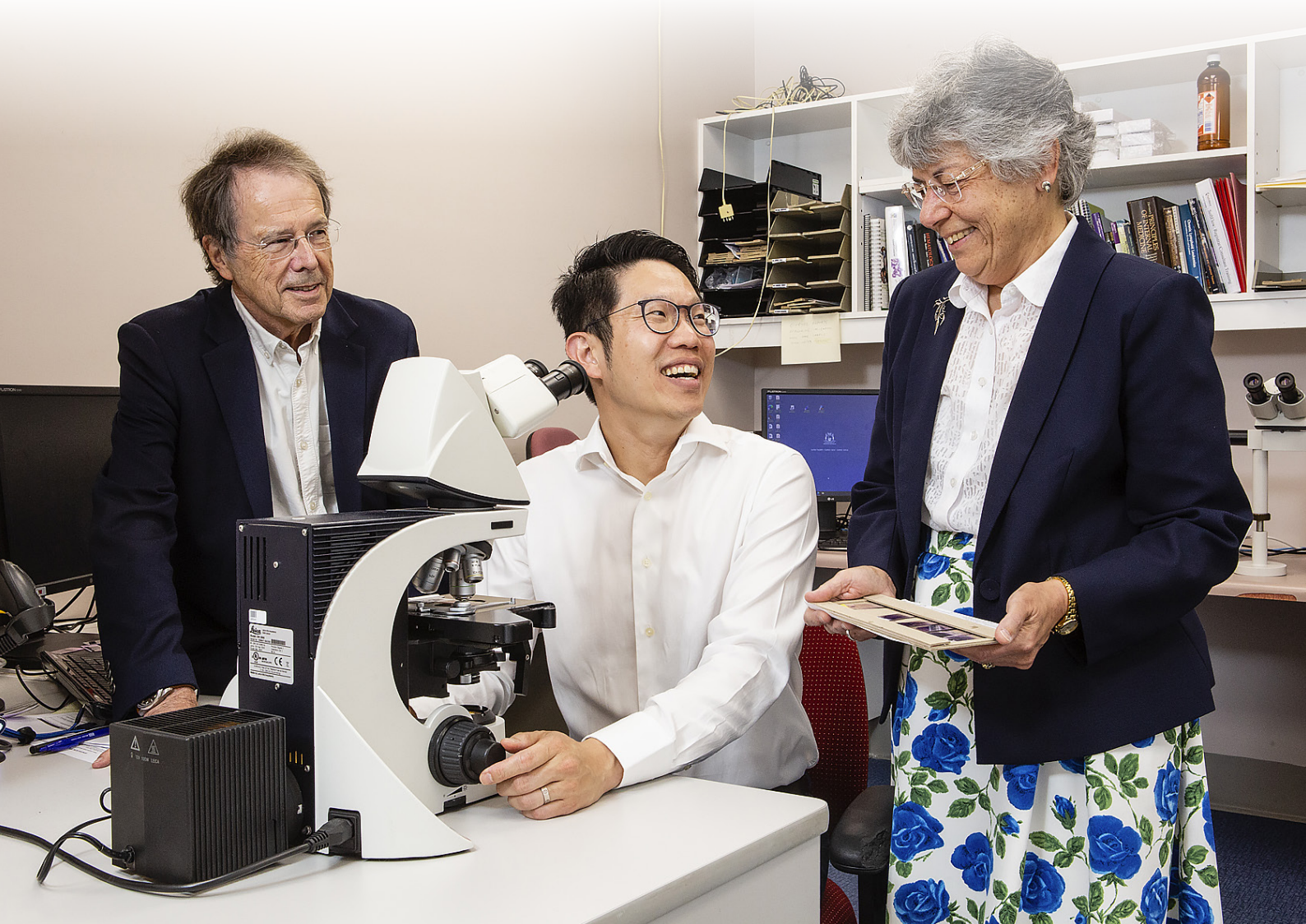
## Collaborating with Universities and Research Institutes

The movement towards research translation, and the increasingly complex and multifaceted nature of healthcare, makes the need to ‘do research together’ more important than ever. EMHS must build on existing partnerships with universities, research organisations and not-for-profit funding bodies, to share innovative ideas and identify new possibilities that can only be achieved with a collaborative, multidisciplinary approach.



Funding and grant allocations for collaborative research projects with university and research institute partners have increased in recent years.







# Research Focus Areas

## Rationale

### Targeting Need

Identifying areas in which EMHS can make unique and significant contributions to state-wide medical research efforts. Based on our population and service profile, major gaps in knowledge impacting our patients and staff and our unique capacities.

## Priority Groups

### Closing Gaps

Identifying priority groups will ensure those most at risk of poor health outcomes are included in research and their care is informed by targeted projects.

## Improved Enablers

### Increasing Research Capacity

Identifying key capabilities needed to enable our staff to consume, plan, execute and translate high quality research is essential for laying the groundwork for high quality translatable research.

## Existing Strengths

### Building on our Strengths

Knowing what we do well will help to sustain these strengths and capitalise on them to support work in our focus areas.







Improving Mental Health	Community and Virtual Care	Improving Outcomes in Major Trauma
<p>There is a recognised lack of mental health research capacity and evidence-based practice across WA mental health services.</p> <p>EMHS is one of WA’s largest providers of inpatient and community mental health services.</p> <p>EMHS is well situated to help build state-wide capacity to conduct research into the causes, prevention, and treatment of mental illness.</p>	<p>EMHS operates a wide range of population health and community Aboriginal and mental health programs across our 3647 km2 catchment area, and beyond to residents in regional WA.</p> <p>The HIVE, along with our established telehealth services, position EMHS to conduct research and Teletrials to further expand virtually enabled care and rehabilitation beyond hospital walls.</p>	<p>EMHS is home to WA’s State Adult Major Trauma Centre, treating 80% of major trauma patients.</p> <p>EMHS can utilise emerging expertise in data and digital healthcare, including Artificial Intelligence, in our HIVE and DDI teams, together with strengths in Emergency Medicine, Intensive Care, Radiology and Anaesthesia research and trials to improve outcomes in major trauma.</p>
Aboriginal People		
Vulnerable Populations (e.g., Homeless people; multicultural communities, older people, LGBTQI+)		
Data and Digital Technology		
Evidence Based Practice & Translation		
Consumer Engagement		
<p>Clinical Trials Specialties</p> <p>Cardiology, Hypertension and Lipid Disorders Research</p> <p>Haematology Research</p> <p>Anaesthesia and Pain Medicine Research</p> <p>Radiology Research</p> <p>Critical Care Research in ED and ICU</p>	<p>Data and Digital Innovation (DDI)</p> <p>Health in a Virtual Environment (HIVE)</p> <p>Advanced Cell Therapies (CTTWA)</p> <p>Health Technology Management Unit (HTMU)</p>	



## Strategy Overview

Pillar	Enablers	Collaboration
<p><b>Objective</b></p>	<p>Maximise the use of existing resources, leverage the innovation mindset and build human capital and improved systems to enable quality, translatable research and trials.</p>	<p>Build enduring collaborations, including national and international collaborations, to leverage shared skills, experience, and capacity to achieve high impact research.</p>
<p><b>Outcomes Delivered by December 2028</b></p>	<ul style="list-style-type: none"> <li>• New online EMHS Innovation &amp; Research Guide.</li> <li>• New Research Hub positions to support research and trials.</li> <li>• Improved facilitatory research governance process.</li> <li>• Improve processes for easier access to health data for research.</li> <li>• Centralised WA Health research ethics review model.</li> <li>• Improved internal reporting of EMHS research and trial activity.</li> <li>• Compliance with NCTGF accreditation standards.</li> <li>• EMHS is an NHMRC Administering Institution.</li> <li>• Trial of obtaining routine consent for research completed.</li> <li>• Investigation of models for stable research trial coordinator positions.</li> <li>• Report on research time allocations and stable clinical trial coordinator positions.</li> <li>• Report on commercialisation potential of existing biobanks.</li> </ul>	<ul style="list-style-type: none"> <li>• New guide for external researchers working with EMHS.</li> <li>• Implementation of Teletrials program with WACHS.</li> <li>• Regular researcher forums with networking opportunities.</li> <li>• Alignment with RPH Research Foundation strategy to increase targeted grant opportunities.</li> <li>• Process and guidance for accessing consumer input for research and trials.</li> <li>• Review of staff engagement with research opportunities, networking, and mentorship.</li> <li>• Direct support to initiate collaborations and access funding for research projects in EMHS research focus areas.</li> <li>• Direct support to initiate collaborations and access funding for research projects targeting Aboriginal health and other priority groups.</li> </ul>



## Our Goal for Research

### Research Improves Health *Kadidjiny Warlang Moort*

*Improve the health of our community and deliver amazing care by becoming a leader in clinical and translational research enabled by data and digital technology*

Training	Communications	Leadership
<p>Curate a focused research education program that supports staff to plan, implement and translate high quality research projects and clinical trials across our services.</p>	<p>Promote, celebrate, and encourage participation in EMHS research and clinical trials, identify new collaborations and drive dissemination and translation of research findings.</p>	<p>Establish a model of integrated leadership with collective decision making by leaders, staff, patients, and the community to set and monitor the EMHS research and trials direction.</p>
<ul style="list-style-type: none"> <li>• New Research Champions Program to provide tailored flexible mentorship for aspiring researchers.</li> <li>• New Research Awareness and Leadership training module for Tier 4+ staff.</li> <li>• Provide training and guidance in consumer engagement.</li> <li>• Source training and support resources for the application of evidence-based practice (EBP).</li> <li>• Ongoing promotion of core research skills training.</li> <li>• Investigate potential benefits and feasibility of defining a core research training requirement.</li> <li>• Survey and report on barriers/facilitators of staff completing Higher Degrees by Research (HDRs).</li> <li>• Report on potential models to allocate research time for staff.</li> </ul>	<ul style="list-style-type: none"> <li>• New online EMHS Research and Clinical Trials Prospectus, showcasing our research and clinical trial teams.</li> <li>• More strategic social and mainstream media reporting of EMHS research and clinical trials, including annual communication plans.</li> <li>• Improved consistency in use of EMHS research logo and brand.</li> <li>• New research outputs and impact tracking system, covering translation and publications.</li> <li>• Co-branding and marketing strategy with RPH RF, including targeted promotion of research/clinical trials at intake and discharge.</li> <li>• Establish funding source to support EMHS researcher to attend conferences and other forums.</li> </ul>	<ul style="list-style-type: none"> <li>• Proactive support for EMHS research Focus Areas and Priority Groups, leveraging strengths and addressing gaps and areas of need.</li> <li>• Work with university and corporate partners to attract Clinical Chairs to lead research in Focus Areas.</li> <li>• Re-purposed leadership focussed EMHS Research Advisory Committee (RAC).</li> <li>• Research criterion included in JDFs for relevant managers and leaders.</li> <li>• Research events attended by EMHS Board and AEG members, and partner representatives.</li> <li>• New public web-based research activity and impact reports.</li> <li>• New consumer engagement process for research and trials.</li> <li>• Research information included in EMHS-wide staff onboarding.</li> <li>• Proactive grant support for early career researchers.</li> </ul>

# Key Milestones

- User-friendly online EMHS Innovation and Research Guide published.
- Research and Clinical Trials Prospectus published on EMHS website.
- Teletrials processes in place to efficiently add satellite sites to EMHS trials.
- Clinical trials processes strengthened and standardised across EMHS.
- Refreshed EMHS Research Advisory Committee (RAC) to drive research.
- Alignment with RPH Research Foundation strategy.

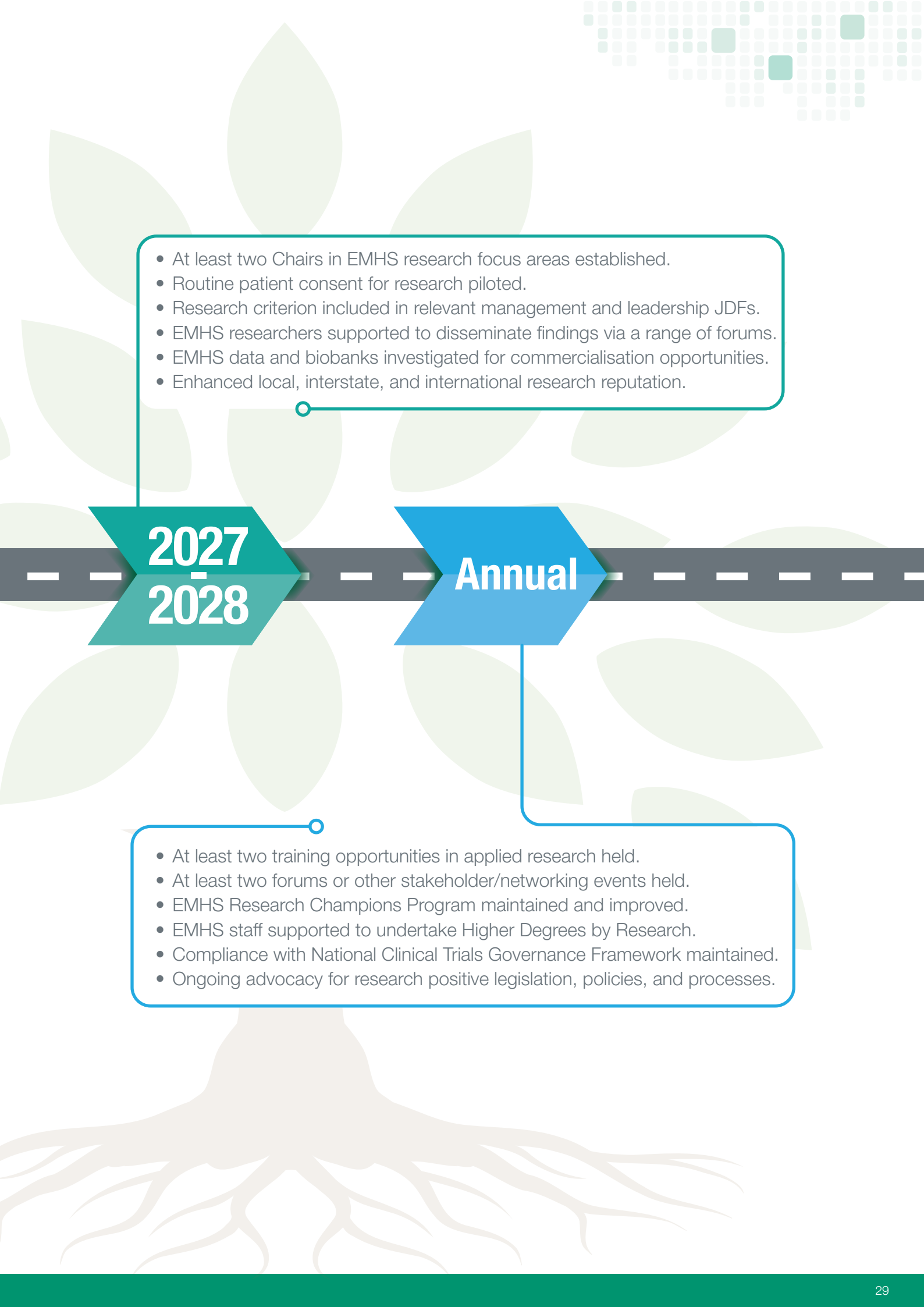
2024

2025

2026

- Core recommended training for EMHS staff conducting research sourced.
- Efficient research consumer engagement process established.
- Co-branding and marketing strategy with RPH Research Foundation in place.
- Process to engage with patients to promote research and drive donations.
- Centralised WA Health Research Ethics System implemented.
- EMHS becomes an NHMRC Administering Institution.

- Improved processes for EMHS staff to access health data for research.
- Research and clinical trial activity and output information on EMHS website.
- EMHS Research Champions Program established.
- Survey of facilitators and barriers to staff undertaking HDRs completed.
- New methods to allocate staff time for research investigated.
- Improved knowledge and processes in Evidence-Based Practice (EBP).

- 
- At least two Chairs in EMHS research focus areas established.
  - Routine patient consent for research piloted.
  - Research criterion included in relevant management and leadership JDFs.
  - EMHS researchers supported to disseminate findings via a range of forums.
  - EMHS data and biobanks investigated for commercialisation opportunities.
  - Enhanced local, interstate, and international research reputation.

**2027  
2028**

**Annual**

- At least two training opportunities in applied research held.
- At least two forums or other stakeholder/networking events held.
- EMHS Research Champions Program maintained and improved.
- EMHS staff supported to undertake Higher Degrees by Research.
- Compliance with National Clinical Trials Governance Framework maintained.
- Ongoing advocacy for research positive legislation, policies, and processes.

# Appendix 1: Implementation Plan 2024-28

## 1. ENABLERS

Maximise use of existing resources, leverage the innovation mindset and build human capital and improved systems to enable quality, translatable research and clinical trials

Initiative	Implementation Priorities	Year(s)	Target Deliverables
1.1 Enhance Research Hub model and integrate with EMHS Innovation.	1.1.1 Develop an operational model covering the full spectrum of innovation, quality and research projects and how they are supported and governed.	2024	Create a comprehensive user-friendly online <i>EMHS Innovation and Research Guide</i> .
	1.1.2 Look for opportunities through restructure or increased revenue to support positions to sustain the strategy.	2024-28	Constantly identify opportunities for restructure to better support research.  Seek opportunities to fund further support for research through commercial research opportunities.
1.2 Streamline research governance policies, processes, and platforms.	1.2.1 Identify and remedy gaps in the NSQHS accreditation standards under the National Clinical Trials Governance Framework (NCTGF) to improve EMHS research capacity.	2024	Develop NCTGF Action Plan and create accreditation evidence folder, including evidence of actions to address existing gaps.
		2024-28	Monitor compliance, provide evidence for accreditation rounds and support actioning recommendations. Maintain and update accreditation evidence folder.
	1.2.2 Monitor and advocate for research-positive revisions to EMHS, State and National research-related legislation, codes, policies and frameworks.	2025	Contribute to research-positive revision and effective implementation of WA Health: <ul style="list-style-type: none"> <li>• Research Governance Policy</li> <li>• Research ethics reform.</li> </ul>
		2025-28	Contribute to research-positive revisions and effective implementation of WA Health: <ul style="list-style-type: none"> <li>• Data access and Data Linkage policies and procedures, to facilitate routine intake consent, effective data stewardship and access for research.</li> </ul>
		2024-28	Provide input into any EMHS policy or procedure under review and relevant to research: <ul style="list-style-type: none"> <li>• (e.g.): Aboriginal workforce and strategic plans.</li> </ul>
	1.2.3 Further refine and streamline EMHS research ethics and governance processes, guided by a supportive facilitatory ethos.	2024	Formalise a new site governance review process that improves the experience for researchers, administrators and Research Hub staff.
1.2.4 Redesign the EMHS internet research page as a single source for research information for both internal and external stakeholders.	2024	Publish the EMHS Innovation and Research Guide (1.1.1).  Launch EMHS Research and Clinical Trials Prospectus (4.3.1).	
1.3 Improve research metrics and reporting.	1.3.1 Enhance existing core research activity metrics by adding measures of research engagement, outputs, and translation.	2024  Sustain 2025-28	Regular AEG/Board reporting: <ul style="list-style-type: none"> <li>• # projects with consumer input</li> <li>• Measure of staff and patient participation</li> <li>• Outcome and translation metrics, including publications</li> <li>• Clinical Trial recruitment, finances and incidents.</li> </ul>



## 1. ENABLERS

**Maximise use of existing resources, leverage the innovation mindset and build human capital and improved systems to enable quality, translatable research and clinical trials**

Initiative	Implementation Priorities	Year(s)	Target Deliverables
<b>1.4</b> Identify new sources of research funding and new ways to manage research finances.	<b>1.4.1</b> Work with the RPH Research Foundation (RF) and other partners to identify new funding streams, including philanthropic donations and novel opportunities.	<b>2024</b>	Identify alignments between EMHS and RPH RF strategies and focus areas to maximise funding opportunities.
	<b>1.4.2</b> Establish a process for engaging with patients' post-discharge to encourage ongoing research engagement and philanthropic support.	<b>2025</b>	Conduct an environmental scan of similar practices and work with stakeholders, including RPH RF, to determine feasibility & cost.
	<b>1.4.3</b> Investigate EMHS becoming an NHMRC 'Administering Institution'.	<b>2025</b>	Expand the EMHS Research Hub's Business Support capacity to meet Administering Institution requirements and allow EMHS to manage grant funds awarded to its researchers.
<b>1.5</b> Support staff to increase service-wide research skills and knowledge.	<b>1.5.1</b> Establish a process to rapidly fill casual/fixed term positions for funded research projects.	<b>2024</b>	Develop a process to host research positions under EMHS Innovation and Research, including establishing JDFs and generic positions.
	<b>1.5.2</b> Investigate models to provide stable employment for key research support positions/trial coordinators.	<b>2026</b>	Prepare an Options Report, including input from key stakeholders (IR, HR, Finance) to identify workable solutions, such as "pool" appointments.
	<b>1.5.2</b> Investigate ways to allocate research time for staff, including junior/early career researchers.	<b>2026</b>	
<b>1.6</b> Better utilise infrastructure and systems (e.g. data, facilities, tools, equipment).	<b>1.6.1</b> Pilot routine research consent in one or several departments to test content and platforms and identify challenges and benefits.	<b>2027-28</b>	Complete and report on pilot consent process, anticipating use of the Digital/Electronic Medical Record as an enabling platform for EMHS-wide roll out.
	<b>1.6.2</b> Work with EMHS Innovation to determine potential for EMHS biobanks, other samples, data, images and research collections to contribute to innovation and research development activities and be ethically accessed for commercial opportunities.	<b>2027-28</b>	Prepare Options Report.

## 2. COLLABORATION

**Build enduring partnerships, including national and international collaborations, to leverage shared skills, experience, and capacity to achieve high impact research**

Initiative	Implementation Priorities	Year(s)	Target Deliverables
2.1 Foster internal networking and collaboration.	2.1.1 Hold regular researcher forums that include sideline networking opportunities for research active EMHS staff.	2024-28	2 x events annually (e.g., Minister's Forums). 2 x training session sideline networking annually (3.2).
	2.1.2 Increase communication and collaboration between researchers across EMHS hospitals, services, departments and disciplines.	2024-28	Annual research communication plan setting internal and external targets, leveraging: EMHS Research Advisory Committee (RAC) (5.2.3). Research Champions Program (3.3.1). <ul style="list-style-type: none"> <li>• Event and training session networking.</li> <li>• Surveys and consultations.</li> </ul>
2.2 Enhance relationship with RPH Research Foundation (RPH RF).	2.2.1 Maintain and enhance the working relationship, including strategic alignment, with the RPH Research Foundation (RF).	2024-28	Regular RPH RF CE and EMHS Director of Innovation and Research meetings. Continued EMHS participation in RPH RF Board and advisory committees.
	2.2.2 Establish alignment of EMHS and RPH RF strategies and programs to facilitate targeted grant opportunities and fundraising.	2024	Align EMHS and RPH RF strategies, strengths and focus areas to inform RPH RF grant programs and fundraising efforts.





## 2. COLLABORATION

**Build enduring partnerships, including national and international collaborations, to leverage shared skills, experience, and capacity to achieve high impact research**

Initiative	Implementation Priorities	Year(s)	Target Deliverables	
2.3 Maintain and develop external collaborations.	2.3.1 Build and promote EMHS's research profile to attract new local, interstate and international partnerships.	2024-28	Ongoing engagement capitalising on: EMHS RAC (5.2.3). <ul style="list-style-type: none"> <li>• Increase resourcing for EMHS Research Hub and research/clinical trials support.</li> <li>• Improved system-wide leadership.</li> </ul>	
	2.3.2 Establish workable administrative processes for easy access and onboarding of university students (including HDR, iPREP, industry internships) and other external researchers.	2024	Develop a comprehensive guide for external researchers, including students, seeking to conduct research at EMHS sites as part of the <i>EMHS Innovation and Research Guide</i> (1.1.1).	
	2.3.3 Work with EMHS and RPBG Consumer Engagement teams to develop a research consumer engagement process.	2025	Develop a process for EMHS researchers to access consumer input as part of the <i>EMHS Innovation and Research Guide</i> (1.1.1).	
	2.3.4 Work with WACHS to support implementation of the Australian Teletrial program.		2024	Establish EMHS Teletrials governance process and support initial uptake.
			Sustain 2025-28	Ongoing promotion of Teletrials to EMHS trial teams to identify suitable trials and support governance review as primary site.
	2.3.5 Utilise existing networks to support research, including Clinical Trials, that targets EMHS Research Focus Areas.	2024-28	Monitor funding opportunities and potential collaborations and support interested EMHS staff to engage.	
	2.3.7 Utilise existing networks to support research, including Clinical Trials, that targets EMHS Research Priority Groups, including Aboriginal communities and other priority groups.	2024-28	Monitor funding opportunities and potential collaborations and support interested EMHS staff to engage.  Work with EMHS Aboriginal Health and Wellbeing teams, and Aboriginal Health Community Advisory Committees (CACs) to review barriers and facilitators to accessing Clinical Trials.  Support WACHS to implement Tele-Trials to support regional and remote living patients, including Aboriginal patients, to access Clinical Trials.	

### 3. TRAINING

Curate a focused research education program that supports staff to plan, implement and translate high quality research projects and clinical trials across our services

Initiative	Implementation Priorities	Year(s)	Target Deliverables
3.1 Improve the research skills and knowledge of EMHS staff.	3.1.1 Continue to promote and facilitate access to core research skills training.	2024-28	Promote available core research skills training (e.g., regular CAHS Research Skills Seminar Series).
	3.1.2 Investigate the benefits of defining a core training requirement to conduct research in EMHS.	2025	Consult with research active staff and conduct environmental scan of practices. <ul style="list-style-type: none"> <li>Present proposed minimum training requirement to AEG for consideration.</li> <li>Develop system to record staff training.</li> </ul>
3.2 Source training related to the conduct of research in a health service.	3.2.1 Develop Research Awareness and Leadership training for relevant managers and executives to improve their understanding of research and their role in facilitating it, both internal and collaborative.	2024	Develop training module and launch the training and proactively offer to relevant staff. <ul style="list-style-type: none"> <li>Consider inclusion in Mandatory Training for key relevant positions.</li> <li>Monitor staff engagement and completion.</li> </ul>
	3.2.2 Source training in consumer engagement in research.	Repeat 2025-28	1 x session per annum.
	3.2.3 Source training in research translation.	Repeat 2025-28	1 x session per annum.
	3.2.4 Source or develop training and resources in the application of evidence-based practices (EBP).	2025-28	Implementation of EBP training and resources.
3.3 Establish a Research Champions Program.	3.3.1 Develop a workable Research Champions Program to provide mentoring and targeted support to aspiring researchers.	2026	Develop Research Champions process, training and support material.
3.4 Investigate how to increase staff completion of higher degrees by research.	3.4.1 Survey staff who have recently completed or are interested in completing an HDR to determine barriers and enablers.	2026	Prepare and distribute survey.  Publish results of survey with recommendations.
3.5 Investigate how to increase staff time for research.	3.5.1 Investigate models to allocate time for staff to conduct research and related activities (e.g., training; conference attendance).	2025	Publish a scoping document with recommendations (1.5.2).
		2026	Action achievable tasks as identified.



## 4. COMMUNICATIONS

Promote, celebrate, and encourage participation in EMHS research and clinical trials, identify new partnerships and drive dissemination and translation of research findings

Initiative	Implementation Priorities	Year(s)	Target Deliverables
<b>4.1</b> EMHS Research Brand.	<b>4.1.1</b> Ensure sustained and consistent use of EMHS research logo in all research communications, especially when partnering and with a focus on impact on patient outcomes.	<b>2024-28</b>	Establish annual research communications plan, including parameters for research branding and logo use.
<b>4.2</b> Improve awareness of EMHS research and its benefits among consumers and potential partners.	<b>4.3.1</b> Create an online EMHS Research and Clinical Trials Prospectus advertising key research and trial teams and specialist research resources to generate new partnerships.	<b>2024</b>	Compile summary of EMHS research teams, resources and metrics into a prospectus. Ensure prospectus is also suitable for internal information sharing and networking.
	<b>4.3.2</b> Support EMHS staff to discuss their projects and results in the media.	<b>2024-28</b>	Media stories and social media engagement.
	<b>4.3.3</b> Support EMHS researchers to widely disseminate research findings to peers, at broader community forums and via media, including social media.	<b>2027</b>	Work with WA Health/other HSPs to establish a research impact system to track publications as well as other outputs, notably translation and public dissemination.
		<b>2024-28</b>	Establish annual research communications plan, including dissemination activities.
	<b>4.3.4</b> Actively support EMHS researchers to attend events that will raise EMHS' research profile and yield new collaborations.	<b>2024-2028</b>	Establish a regular funding source to fund attendance at relevant research forums.
<b>4.3.5</b> Raise awareness of the benefits of research among patients and use novel methods to increase research donations.	<b>2025-26</b>	Develop a co-branding and marketing strategy with the RPH RF to increase research donations.	
	<b>2025</b>	Include research outcome promotion and fundraising material in patient discharge packs.	

## 5. LEADERSHIP

Establish a model of integrated leadership with collective decision making by leaders, staff, patients, and the community to set and monitor the EMHS research and trials direction

Initiative	Implementation Priorities	Year(s)	Target Deliverables
<b>5.1</b> Keep research at the forefront of EMHS priorities and thinking.	<b>5.1.1</b> Ensure strategic and capacity development initiatives conducted involve consumer input, where relevant.	<b>2024-25</b>	Develop process for EMHS researchers to access consumer input.
	<b>5.1.2</b> Improve regular reporting of EMHS research activities, outcomes and engagement to the AEG/Board, the wider EMHS community and to consumers and partners.	<b>2025-26</b>	Launch public facing research activity, output and translation metrics, including for clinical trials, on the EMHS research websites. <b>(5.2.1)</b> .
	<b>5.1.3</b> Include information about EMHS research in EMHS, AKG and RPBG induction and on-boarding information.	<b>2025-26</b>	Include information about EMHS research in EMHS-wide on-boarding platforms for relevant staff categories.
	<b>5.1.4</b> Provide advice to manage the intersection of research with quality improvement initiatives and clinical registries.	<b>2024</b>	Include updated guidance in the online EMHS Innovation and Research Guide <b>(1.1.1)</b> .
<b>5.2</b> Embed research leadership at all levels of the service.	<b>5.2.1</b> Regularly report on progress towards building research capability and capacity in focus areas.	<b>2024-28</b>	Include actions to increase capability and capacity in research focus areas in regular AEG/Board report <b>(1.3.1)</b> .
	<b>5.2.2</b> Work with university and corporate partners to attract Clinical Chairs to lead research in Focus Areas.	<b>2027-28</b>	Identify target Chair/s linked to research focus areas, including: <ul style="list-style-type: none"> <li>• scoping potential funding and academic partners</li> <li>• establishing the required research profile and clinical role</li> <li>• attracting and recruiting candidates</li> <li>• providing administrative and other support to ensure successful commencement and translation of research outcomes.</li> </ul>
	<b>5.2.3</b> Review the purpose and Terms of Reference of the EMHS Research Advisory Committee (RAC).	<b>2024</b>	Develop a new purpose focused on leadership, opportunity identification and partnership development.  Draft Terms of Reference (TOR) with input from stakeholders, including consumers.
	<b>5.2.4</b> Include research criterion in JDFs for relevant management positions.	<b>2027-28</b>	Liaise with IR/HR and other stakeholders to determine feasibility and process.
	<b>5.2.5</b> Engage EMHS senior leadership, including AEG and Board, as well as leaders from partners, to attend research events.	<b>2024-28</b>	Ensure all research events are attended by EMHS Board and AEG members, management and leaders from current or potential partners.



## 5. LEADERSHIP

Establish a model of integrated leadership with collective decision making by leaders, staff, patients, and the community to set and monitor the EMHS research and trials direction

Initiative	Implementation Priorities	Year(s)	Target Deliverables
5.3 Develop specific strategies to engage junior staff in research.	5.3.1 Take practical steps to encourage junior staff to lead or contribute to research projects or high-quality audits.	2024	Publish online EMHS Innovation and Research Guide (1.1.1).
		2024	Improved ethics and governance policy and processes to support inexperienced researchers (1.2.3).
		2026	EMHS Research Champions Program (3.3.1).
		2026	Investigate ways to allocate protected research time for staff including junior/early career researchers (1.5.2).
		2024-28	Training in consumer engagement, research translation and EBP (1.1.1)
	5.3.2 Work with funding partners to increase access to project funding, fellowships and HDR opportunities for junior staff.	2024-28	Increase grant opportunities via the RPH Research Foundation (1.4.1). Monitor and proactively support early career researchers to plan and develop projects and capitalise on funding opportunities (e.g., RPH RF; FHRI Fund) as they arise.







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

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