

Research & Innovation Strategy 2017 to 2020

Changing lives through
innovation and excellence

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Why Research and Innovation matters.

The people of the Illawarra and Shoalhaven deserve the best evidence based healthcare delivered in the most efficient and effective manner.

To achieve an aspiration of improved healthcare, economic and social outcomes, in collaboration with our partners Illawarra and Shoalhaven Local Health District and the University of Wollongong, we need to create a strong culture of high quality research and innovation in the region.

This strategy aims to be a catalyst to transform the health and medical research and innovation landscape in the region, building the culture and capability required for a self improving health system.

Ultimately Research & Innovation matters because it can lead to new discoveries and improve patient outcomes.

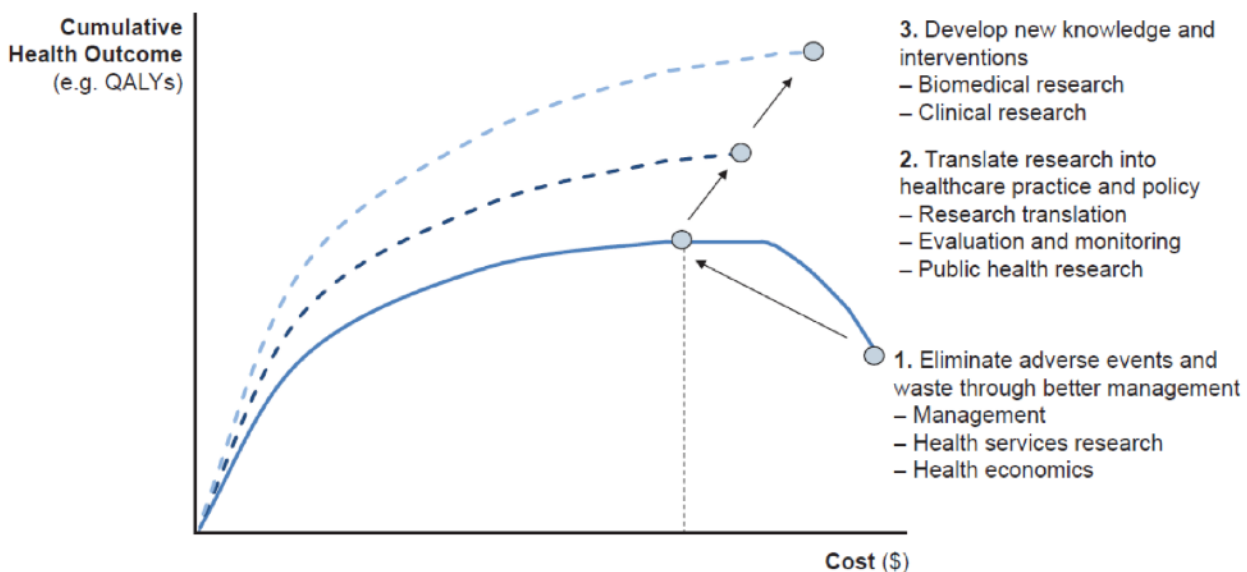
An analogy for why we need both research and innovation



The researcher studies thermodynamics; the innovator develops a toaster.



Levers to Improve Health System Performance



Source: Pacific Strategy Partners analysis

Collaborating to change the game.

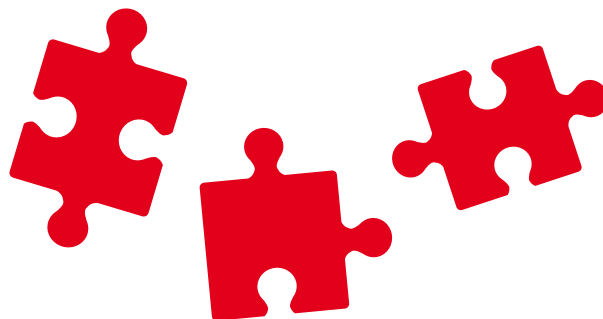
In order to create a step change in health research translation, improve patient outcomes, drive clinical excellence, improve academic outputs and drive economic growth for the local area, there needs to be a joined and shared vision for health and medical research in the Illawarra and Shoalhaven. To achieve this we need:

1. a clear long term strategy, which incentivises people to get involved in research and collaborate
2. resources to execute the strategy
3. leadership to build the culture and capability needed to succeed and overcome barriers
4. clarity on roles, responsibilities and '*rules of the road*' across organisations

Elements of the Strategy.



Clinical Research Collective



Intent: To bring together stakeholders interested in doing clinical research in order to support increased collaboration, new projects and ultimately translation to outcomes.

Who's involved: Anyone with an interest and capability in Clinical Research. E.g. Clinicians, Clinical Trial Coordinators, Researchers etc.

What does it do and why get involved: Quarterly forums across the Illawarra to bring together relevant stakeholders to identify the questions that need answering and creating collaborative projects. 'Seed project grants to be made available to support pilot projects and initial data.

What does success look like: Increased clinical research activity (including commercial and investigator led clinical trials), increased collaboration across groups (including an increased connection between basic researchers and clinicians) and support for clinicians to get involved in interesting research projects.

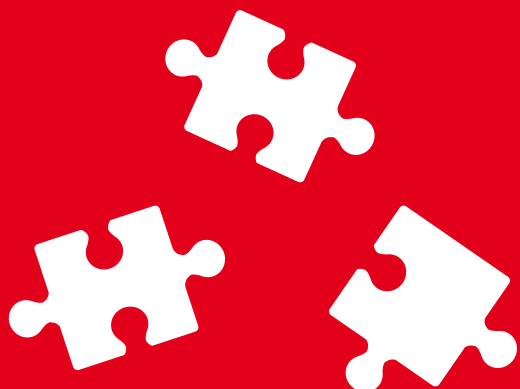
Health Analytics Collective

Intent: To bring together all of the pieces of the puzzle related to health analytics data in order to support increased data collection, analysis and translation to outcomes.

Who's involved: Anyone with an interest and capability in health analytics. E.g. Public health researchers, health economists, clinicians, ISLHD planning and performance teams etc.

What does it do and why get involved: Quarterly forums across the Illawarra to bring together relevant stakeholders to identify the questions that need answering and creating collaborative projects. 'Seed project grants to be made available to support pilot projects and initial data.

What does success look like: Increased utilisation existing data assets, increased capacity and capability to utilise data to drive improved value and health outcomes. Demonstrable and tangible impacts generated via projects coming out of Health Analytics Collective.



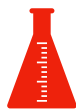
Med Tech & Pharma Collective

Intent: To bring together people with a passion for entrepreneurship in medicine and health in multidisciplinary teams to find novel solutions for unmet medical and clinical needs.

Who's involved: Anyone with an interest and capability in ideating, prototyping and bringing medical technology (think device, diagnostic, delivery mechanism & digital health) and pharmaceutical products to market.

What does it do and why get involved: Quarterly forums across the Illawarra to bring together relevant stakeholders (clinicians, engineers, scientists and business people) to create and innovate within the medical space to find novel solutions for unmet medical and clinical needs.

What does success look like: Increase in activity in identifying unmet clinical needs and developing novel solutions. De-risking the commercialisation pathway for these solutions, leading to the generation of start up companies which take products to market.



Talent Strategy

Intent: To attract, recruit and select the talent required to drive the desired research outcomes, in particular senior clinical researchers.

Who's involved: Tied into the UOW Health Strategy the Talent Strategy will support recruitment for appropriate research leaders. Senior health and medical research leaders from IHMRI and UOW will be involved in the recruitment process.

What does success look like: Increased health and medical research capacity and capability attracted to IHMRI and the region.

Research Leadership Program

Intent: A specialised leadership development program to support the development and growth of early to mid career researchers.

Who's involved: An annual cohort of up to 20 early to mid career scientists and clinicians from across the Illawarra interested in developing their research careers.

What does it do and why get involved: The program will cover personal and professional development (including leadership coaching and mentoring), the different roles of a leading researcher and a research leader and skills relating to translational research including communication, the research process, community engagement, leading teams etc.

What does success look like: Over time building a cohort of high quality research leaders who have graduated from the program, collaborating and working together, bridging the gap between disciplines and supporting translational research.

Project 'Make it Easy'

Intent: A long term commitment to an 'improvement program' to identify and understand the operational and administrative issues that are making it challenging for clinicians and researchers to undertake research and 'make it easier'.

Who's involved: Cross-functional and cross-institutional teams developed to deliver projects which solve the identified issues. For example, ensuring a smooth and clear process to undertake clinical trials either at IHMRI, ISLHD or elsewhere.

What does it do and why get involved: This is a process of continuous improvement and will require the annual identification of areas that require improvement and allocation of resources to deliver improvement outcomes. It can be phased up or down based upon resourcing.

What does success look like: Systems, structures, infrastructure and processes to support research are setup to make it easy for researchers and clinicians to undertake research effectively and efficiently.

Project 'Make it Easy' is a facilitated process involving the people who actually do the research to identify what is hindering their progress.

Developing a process to identify the top barriers to high quality research and innovation in the region and systematically creating structured projects to tackle these barriers.

Example Projects

1. Joined up approach to Fundraising across the Illawarra & Shoalhaven centered around Health & Medical Research. Intent is to generate a 'seed funding pot' (suggest target of \$1m for y1) to provide seed funding for pilot projects coming out of the Health Analytics Collective, Clinical Research Collective & Med Tech & Pharma Collective.
2. A project to ensure that any fragmentation and inefficiency in the way clinical trials are delivered across the region is mitigated by creating a clear and agreed operating model and rules of the road between ISLHD, IHMRI and other stakeholders. If the region is well organised and it is easier to run clinical trials, then that increases the likelihood of bringing new therapies to patients sooner.

Measures of Success.

Short Term (<18mths)

1. Increase in Research Activity & Funding
2. Increase in patient centred outcomes / research impact
3. Increase in Clinician engagement in research
4. Increase in Community & Patient Engagement in research (e.g. clinical trial activity)
5. Cohesive and well organised clinical trial operations

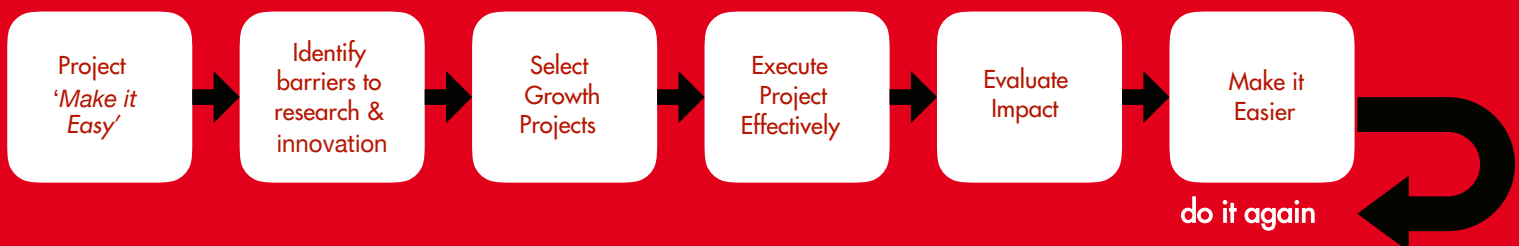
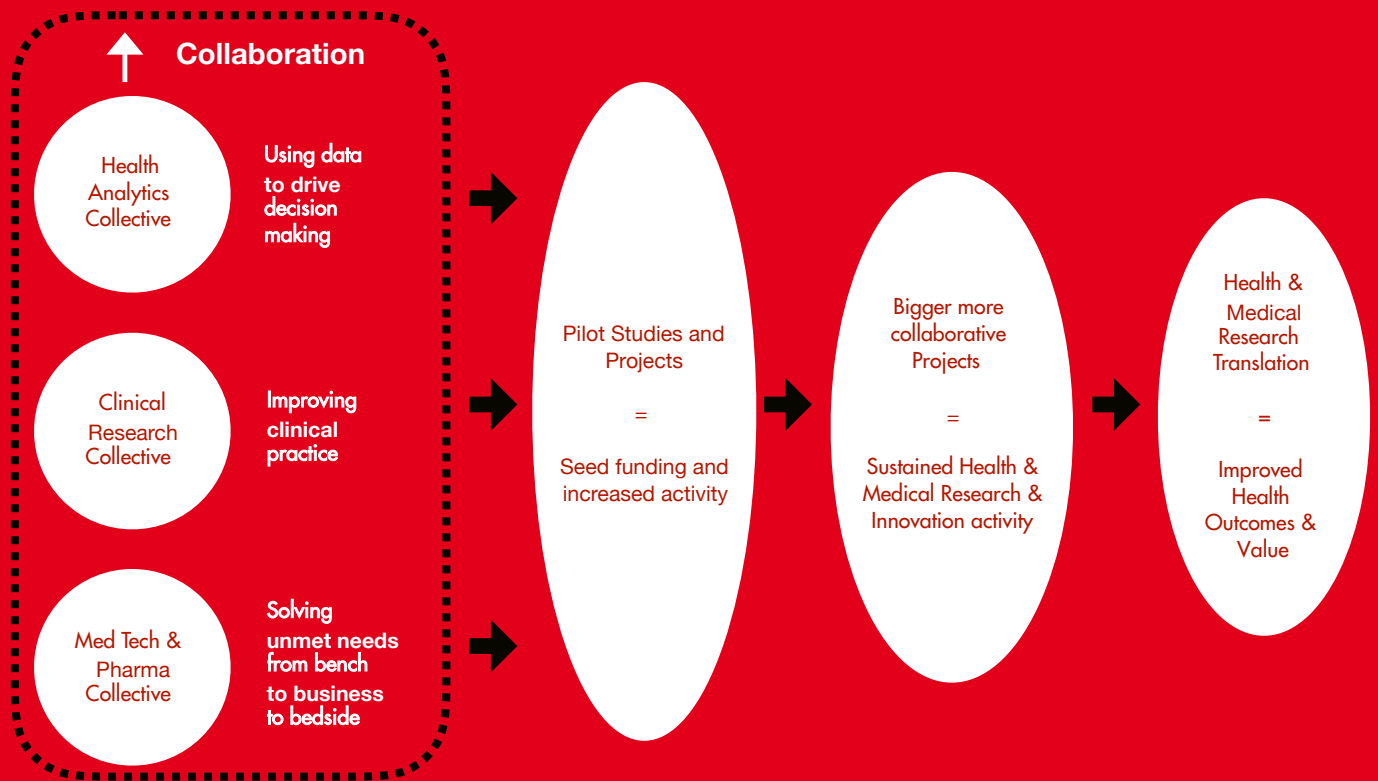
Medium Term (2-5yrs)

1. Sustained growth in Research Activity & Funding
2. New cohort of up and coming health and medical research leaders (increase in hypothesis driven research)
3. Growth in commercial trials (bringing new therapies to patients sooner)
4. Ability to demonstrate success stories of impact of research translation
5. Improvement in IHMRI reputation and profile in the local region

Long Term (5-10yrs)

1. Recognised as a centre of health & medical research excellence nationally
2. Reputation for a strong cohort of clinician researchers
3. Research embedded into health systems '*way of working*'
4. Sustainable growth in health & medical research activity and translation

How it all fits together.



Making it happen.

Strategy is 90% execution.

Delivery of this strategy will require:

1. Clear Project Governance, accountability and responsibility for each component
2. Resources and the capabilities to deliver
3. Long term commitment from collaborative partners to maintain alignment and engagement

Organisation & Governance

The existing IHMRI themes and organisation will continue as is. The Collectives are in addition to the thematic structures and are a mechanism to create broader inclusion, collaboration and to generally increase the level of health and medical research activity across the region. The foundational step required is to create critical mass and to build the eco-system of health and medical research.

Maintaining alignment to this shared collaborative vision for increasing health and medical research activity and translation across the Illawarra and Shoalhaven (with inclusion and awareness of other areas / regions if and when appropriate) requires the co-ordination of roles, responsibilities and governance to reduce duplication and fragmentation between the major health and medical research entities in the region, namely ISLHD, IHMRI and UOW.

