

# Research and clinical trials

## Strategic Plan 2023-2027

### Alignment with Wide Bay Hospital and Health Service

#### Strategic directions

-  **Optimise and transform**  
Enhance and transform health services to improve patient outcomes.
-  **Equity and access**  
Services delivered are equitable and accessible to the community.
-  **Embed technology**  
Increase access to virtual care through embedded technology.
-  **Foster partnerships**  
Partner with diverse stakeholders to better serve the community.
-  **Nurture and future-proof workforce**  
Strengthen our workforce to ensure care, connection, compassion for all.

#### Values

-  **Collaboration**  
Collaborative teamwork
-  **Accountability**  
Act with integrity
-  **Respect**  
Value diversity
-  **Excellence**  
Be proud of all that we do
-  **Through patients' eyes**

### Principles

#### Quality

Quality research and clinical trials and innovation has significant potential benefits, not only based on its contribution to knowledge and expertise, but to its beneficial impact on social and individual health and wellbeing. Quality research and clinical trials conforms to national agreed research and clinical trials ethics standards and is sensitive to consumer needs and community perspectives.

#### Integrity

Public confidence and trust in the integrity and value of research and clinical trials and innovation in health delivery is paramount. Ethical conduct is more than simply doing the right thing. It involves acting in the right spirit, out of respect and concern for others; this includes abiding by the values of research and clinical trials merit, justice and beneficence. Respect requires having regard for the welfare, beliefs, perceptions and cultural heritage of those involved in research and clinical trials. To achieve this, research and clinical trials undertaken by WBHHS members will be ethical, safe and in accordance with specific country codes for research and clinical trials. For Australia this is the Code for the Responsible Conduct of Research and clinical trials.

#### Equity

Equity in research and clinical trials and innovation is the fair distribution of the benefits and burdens of research and clinical trials and innovation, and in the fair treatment of participants. While benefit to humankind is an important result of research and clinical trials and contributes to societal and community wellbeing, it also matters that the benefits of research and clinical trials are achieved through just means and involve no unjust burdens for the participants and to the wider community.

#### Our vision

Leader of research.  
Driver of excellence.  
Improve the health and wellbeing of the community.

#### Our mission

Through research and clinical trials, improve the health and wellbeing of the Wide Bay community, while generating social and economic benefits.

### Our commitment to Human Rights

We respect, protect and promote human rights in our decision-making and actions.

### Our commitment with First Nations peoples









WBHHS is committed to delivering health services that acknowledge the Traditional Custodians of the lands and waters on which we work and live. We pay our respects to Elders and leaders past, present and emerging.



### Our opportunities

-  Policy, service development and health care which is evidence-based, fostered by research and clinical trials, and innovation.
-  Healthcare research and clinical trials innovation and the translation of research and clinical trials into practice.
-  Attraction and retention of staff through a strong research and clinical trials ethos.
-  Valued and sustainable teaching and training environment, underpinned by a positive research and clinical trials, and innovation culture.
-  Minimising upward pressure on costs associated with new treatments, ageing population and the increased burden and complexity of disease through strategic investment into research and clinical trials, and innovation.

### Our challenges

-  Providing a sustainable health service for the diverse needs of the Wide Bay region.
-  Rapidly ageing population with almost one third of our residents to be aged over 65 years by 2031.
-  High rates of smoking, risky drinking, obesity and hospital admissions from chronic disease.
-  High rates of mental health conditions.
-  Ageing health service infrastructure and technology.
-  Ageing health workforce combined with a competitive market to secure skilled professionals.
-  High levels of socio-economic disadvantage resulting in higher service demand and negative impact on health outcomes.
-  Not meeting community expectations that all health services, research and clinical trials are available at all locations.

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Objectives and strategies  
Performance Measures  
Alignment to WBHHS Strategic objectives  
Influencing documents

	Build research and clinical trials capacity Invest in and sustain research and clinical trials, and innovation capacity across all facilities, professions and disciplines.	Create knowledge Lead and participate in quality biomedical, clinical, health services and population health research and clinical trials.	Embed research and clinical trials in practice Implement knowledge by rapidly translating research and clinical trials into best practice and policy.	Equity in research and clinical trials Ensure all people have the opportunity to participate in research and clinical trials.
Objectives and strategies	<p><b>1.1</b> Consumer participation and community involvement in research and clinical trials and innovation including design, execution, interpretation, implementation and evaluation.</p> <p><b>1.2</b> Quality research and clinical trials projects identified at unit, stream, division and organisation level and supported through WBHHS.</p> <p><b>1.3</b> Strengthen WBHHS research and clinical trials infrastructure including staff resources, support, funds, system-wide research and clinical trials metrics, and technology.</p> <p><b>1.4</b> Engage and support clinicians in the conduct of research and clinical trials that is focused upon WBHHS priorities.</p> <p><b>1.5</b> Develop and increase access to quality research and clinical trials education and training.</p> <p><b>1.6</b> Harness the potential of clinical and population health data to inform research and clinical trials .</p> <p><b>1.7</b> Align research and clinical trials and innovation projects with Wide Bay community health needs.</p>	<p><b>2.1</b> Support a quality approach to research and clinical trials ethics and governance.</p> <p><b>2.2</b> Strengthen research and clinical trials culture, incentivise, reward and acknowledge staff participation and publication and encourage and mandate training sites to be supportive of research and clinical trials and evidence-based practice.</p> <p><b>2.3</b> Develop shared infrastructure.</p> <p><b>2.4</b> Position WBHHS to be successful with funding bodies by engaging partners and local and regional philanthropic bodies with a focus on the research and clinical trials priorities.</p> <p><b>2.5</b> Establish, sustain and grow external collaborations and particularly with the university sector as a pipeline for research and clinical trials that is directed towards achieving WBHHS Strategic Priorities.</p>	<p><b>3.1</b> Deliver and strengthen high quality research and clinical trials, with a focused inter-sectorial, interdisciplinary, and collaborative approach.</p> <p><b>3.2</b> Expand clinical trials capacity and participation.</p> <p><b>3.3</b> Establish productive research and clinical trials-based linkages with similar organisations.</p> <p><b>3.4</b> Allocated time for research and clinical trials and innovation activities built into employment arrangements.</p> <p><b>3.5</b> Integrate the practice of implementation science across all settings in WBHHS to enhance translational research and clinical trials.</p>	<p><b>4.1</b> Work with WBHHS First Nations Advisory Council, WBHHS Indigenous Health Workers, local Elders, Communities and organisations to build capacity of research and clinical trials in providing culturally and psychologically safe research and clinical trials for and in identifying opportunities for designing research and clinical trials tailored to Aboriginal and Torres Strait Islander people.</p> <p><b>4.2</b> Actively engage with a diverse range of consumers, community members and organisations to identify areas of research and clinical trials that will benefit a diverse range of people.</p> <p><b>4.3</b> Identify groups of people who because of their condition, either age or gender; social, economic or geographic circumstances, cultural background, religion or preferred language or sexuality may have increased needs when participating in research and clinical trials.</p> <p><b>4.4</b> Consider benefits to the community and individual organisations when determining WBHHS inclusion in research and clinical trials.</p>
Performance Measures	<ul style="list-style-type: none"> <li>Established pathway for consumers and community members to partner with WBHHS in relation to Research and Clinical Trials.</li> <li>Increased awareness of WBHHS Research and Clinical Trial opportunities.</li> <li>Increased number of WBHHS staff involved in research and clinical trials.</li> <li>Increased WBHHS initiated research projects.</li> <li>Improved compliance with reporting requirements.</li> <li>Established WBHHS Research funding strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Reduced number of requests for additional information from HRECs and Research Governance.</li> <li>Increased number of manuscripts and other publications in progress or published.</li> <li>Increased external collaborations.</li> <li>Increased funding/grant applications and successes.</li> <li>Enhanced Research Website and QHEPS page.</li> </ul>	<ul style="list-style-type: none"> <li>Improved translation to practice activities as an outcome of research, clinical trials and quality improvement initiatives.</li> <li>Participation in research and clinical trials incorporated into employment arrangements.</li> <li>Increase in interdisciplinary research, clinical trials and quality improvement activities.</li> <li>Clinical trials service expanded into additional disciplines and service areas across WBHHS</li> </ul>	<ul style="list-style-type: none"> <li>Increased engagement with WBHHS First Nations Advisory Council, WBHHS Indigenous Health Workers, local Elders, Communities, and organisations.</li> <li>Improved cultural awareness in relation to research and clinical trials.</li> <li>Increase in research and clinical trials for Aboriginal and Torres Strait Islander people.</li> <li>Increased engagement with consumers, community members and organisations.</li> </ul>
Alignment to WBHHS Strategic objectives				
Influencing documents	<ul style="list-style-type: none"> <li>WBHHS Strategic Plan 2022-2026</li> <li>WBHHS Consumer and Community Engagement Strategy 2022-2025</li> <li>WBHHS Local Area Needs Assessment</li> <li>Department of Health Corporate Plan</li> <li>Australian Clinical Trials Framework</li> </ul>	<ul style="list-style-type: none"> <li>Coast-Country Medical Program</li> <li>National Safety and Quality Healthcare Standards</li> <li>WBHHS First Nations Health Equity Strategy 2022-2025</li> <li>WBHHS Workforce Strategy</li> <li>The National Health and Medical Research Council Corporate Plan</li> </ul>	<ul style="list-style-type: none"> <li>Queensland Nursing and Midwifery Research Strategy 2021-2026</li> <li>Queensland Advancing Clinical Research Framework</li> <li>Queensland Allied Health Research Plan 2020-2029</li> <li>National Clinical Trials Governance Framework</li> <li>Nursing and Midwifery Research Framework June 2020</li> </ul>	<ul style="list-style-type: none"> <li>National Statement on Ethical Conduct in Human Research 2007</li> <li>Australian Code for the Responsible Conduct of Research 2007</li> <li>Ethical conduct in research with Aboriginal and Torres Strait Islander peoples and communities: Guidelines for researchers and stakeholders 2010</li> </ul>