

# South West Sydney Research

## **Strategic Plan**

**2015**

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# Introduction

## About South West Sydney Research

South West Sydney Research (SWSR) was formed in 2014. It represents a broad collaboration between Health, Research and Education entities in the region who work together to improve the health of our local community and those beyond.

## Our Members

Collaboration is fundamental to research quality and success. It occurs across disciplines, institutions and national and international boundaries. Members of the SWSR include hospitals, health facilities, universities, research institutes, non-government organisations and government departments. While most participating organisations are based in South Western Sydney, collaborative opportunities are also available to those outside this region.

### Health

- Gandangara Local Aboriginal Land Council
- HammondCare (including Braeside Hospital)
- Karitane
- NSW Refugee Health Service
- STARTTS
- SWSLHD
- SWSPHN
- Tharawal Aboriginal Corporation, Airds

### Education and Research

- University of Sydney
- UNSW
- UOW
- WSU
- Ingham Institute

## Governance

Governance is provided by the SWSR Council, made up of at least one representative from each of our members and two community representatives. Membership is regularly reviewed and intended to reflect both existing and potential interdisciplinary collaborations (including medical, nursing and allied health professions). The Council operates on a 'one vote per member group' basis. The Council is supported by a 5 member Executive, tasked with providing advice to the Council and progressing Council initiatives.

The SWSR Council and Executive are committed to:

- Development of membership and member research capacity
- Facilitating interaction with partner organisations (existing and future)
- Communications plan development and governance of consultation

## **Integration with Member Strategic Plans and NSW Health Strategies**

Several of our members have strategic plans in place. Links to these documents are attached (Appendix A). We anticipate that the future strategic plans of each of our members, while primarily focused on each organisation's chosen priority areas and research agenda, will integrate with this SWSR Strategic Plan.

Others in our membership do not have specific health research strategic plans in place or do not have the resources to develop such plans for their organisations. These partners still have clear research directions based on their individual strengths and organisation mandate. Development of the SWSR Strategy addresses the resource constraints of some of our members and reflects our collective vision.

The SWSR strategic plan is unified with the health and medical research priorities of NSW Health and the Office of Health and Medical Research. Government priorities and implementation plans are detailed in the documents outlined in Appendix B.

## **Strategic Plan**

### **Vision**

Our vision is for South Western Sydney to be internationally recognised as a leader in health and medical research that improves outcomes. Through leadership and innovation, we aim to make a difference both in our own community and on the world stage.

### **Priorities**

The strategic priorities for the SWSR are built on our combined strengths and opportunities, keeping in mind the needs of our local community. It facilitates world-class research by supporting multi-professional and multi-centre collaboration and working to improve competitiveness and reduce barriers to research conduct and translation.

Current priorities are to:

- Strengthen research capacity and facilitate efficient implementation of health and medical research findings
- Facilitate collaborative engagement to improve resource access and research literacy

Foster areas of emerging research excellence with a focus on community need

## Implementation of the Strategic Plan

### Strategic Priority 1

Strengthen research capacity and facilitate the implementation of health and medical research findings

Objective	Action	Outcome and Measure
<b>1.1</b> Lead strategic capacity building in the district via an integrated network based in South Western Sydney ('the Hub')	1.1a Identify relevant stakeholders to engage, collaborate with and leverage funding	Establishment of South West Sydney Research; multi-disciplinary membership
	1.1b Coordinate efforts to build capacity in workforce and enabling technologies	Strategy developed Framework for activity developed
	1.1c Coordinate the development of research resources	Research infrastructure initiatives identified
	1.1d Coordinate collaborative funding applications to increase grant success	Number of collaborative grant applications involving two or more Hub members
<b>1.2</b> Establish efficient and effective governance of the Hub to best serve members in the support of research excellence	1.2a Ensure membership reflects the local research community and is appropriate to support implementation of the agreed strategy	Regular review of membership formalised into governance process
	1.2b Ensure effective and efficient operation of the Council and Executive	Systems developed and implemented for review, measure and reporting of Council and Executive activities
	1.2c Foster links with other NSW Health Research Hubs to learn from their experience	Representation on the OHMR Council of Hubs and reporting back to local Council
	1.2d Liaise with the Office of Health and Medical Research (OHMR)	Continued or increasing support from OHMR

## Strategic Priority 1 (continued)

Strengthen research capacity and facilitate the implementation of health and medical research findings

Objective	Action	Outcome and Measure
<b>1.3</b> Support capacity building through effective and open leadership	1.3a Task Hub Council members to seek opportunities and facilitate input from membership	High level of interaction between Hub members to expand health research capacity Stakeholders view the Hub as a central mechanism for driving community-relevant research excellence by working in partnership
	1.3b Integrate Hub activities in capacity building with strategic initiatives of individual members	Reciprocal representation on relevant research committees and boards of Hub Council members
	1.3c Monitor research development and performance in South Western Sydney	IT monitoring and reporting system established; data held is current, accurate and complete
<b>1.4</b> Promote translation and implementation of health and medical research findings	1.4a Implement strategies to strengthen multi-discipline research	Monitor the shape of the research workforce and the dynamics of the research environment Multidisciplinary composition of research teams within and across member organisations Number of multidisciplinary grant applications / awards
	1.4b Provide a forum for communication of high-impact research findings through the Hub Council	Communication of key research developments integrated into Council systems Annual research conference/showcase implemented
<b>1.5</b> Increase the research capacity of Hub members	1.5a Identify opportunities to deliver additional research space, staff and data linkage	Increased available research facilities Increase the number of research-active staff Online system to support resource sharing and collaboration amongst members implemented Common data systems developed
	1.5b Advocate for the incorporation of research into work practice	Increase research output Increase the number of research-active staff

## Strategic Priority 1 (continued)

Strengthen research capacity and facilitate the implementation of health and medical research findings

1.6	Objective		Action	Outcome and Measure
	Improve the effectiveness and efficiency of research governance	1.6a	Utilize communication and collaboration to improve governance effectiveness	Improved understanding of governance processes (research literacy) Information transfer and sharing supported Professional training delivered in Research Methods and Good Clinical Practice (GCP)
		1.6b	Generate efficiencies through a collaborative approach to governance	Single site-specific assessment (SSA) implemented for the district IT system established to monitor and report research capability and output Contribution made to state-wide approaches to data linkage

## Strategic Priority 2

Facilitate collaborative engagement to improve resource access and research literacy

	Objective	Action	Outcome and Measure
2.1	Expand resource access and research literacy of professionals as Hub members	2.1a	Develop and implement a communication and engagement strategy to profile and promote health research activity and increase knowledge about research and research supports High level of interaction between disciplines and member groups generating collaborative research Annual research conference/showcase implemented
		2.1b	Promote sharing of infrastructure, equipment and other key resources by establishing effective access and/or agreements Number of assets available and shared Number of service / supply agreements
		2.1c	Provide support for professions and member organisations with less experience in health research Breadth of Hub membership Mentoring in place between hub members
2.2	Contribute to community engagement with health research programs and research literacy	2.2a	Promote local health research success and expertise to the professional and general community Communicate research expertise, outcomes and benefits Link to member web sites and other communication media Number of media stories
2.3	Support IT system development to aid data access and use	2.3a	Seek opportunity to contribute to inter-Hub data linkage development utilising the strengths of our members Project(s) identified and member contributions defined
		2.3b	Work with member groups to seek technology development opportunities and infrastructure sharing Opportunities reported to Council meetings for consideration of support
2.4	Actively participate in the wider research networks	2.4a	Leverage opportunities to access high-value resources and contribute to state-wide, national and international research programs Number of assets available and shared Number of inter-agency agreements

### Strategic Priority 3

Develop areas of emerging research excellence with a focus on community need

Objective	Action	Outcome and Measure
3.1 Drive innovation and change that brings value to the local community	3.1a Promote research addressing access and quality of care for high/special needs community groups or burden of disease experienced in the district	Community representatives included on the Hub Council Community engaged and involved in priority-setting and research participation initiatives Improved community health
	3.1b Support ongoing local innovation	Systems to identify emerging research areas developed and implemented Workplan established and actioned to promote local research innovation
	3.1c Identify high-value projects to deliver local impact	Projects identified, agreed and resourced
3.2 Build strong links amongst community and partner organisations	3.2a Encourage and facilitate the formation of networks to identify opportunities, collaborate and share findings	Number of networks established and supported Number of facilitated events
3.3 Facilitate hub members to support research and research culture	3.3a Enable high quality research through a competitive funding process	Grants fund to encourage collaboration
	3.3b Utilise capability of Hub members to provide expanded professional training	Training opportunities identified Enrolments in Research Methods and Good Clinical Practice (GCP) courses
3.4 Contribute to the national and international agenda	3.4a Seek opportunity to expand local findings into global solutions	Engagement with state, national and international projects and fora

# Appendices

## Appendix A: Member Research Strategies and Interests

Health	
Gandangara Local Aboriginal Land Council	Appendix A1
HammondCare (including Braeside Hospital)	Appendix A2
Karitane	Appendix A3
NSW Refugee Health Service	Appendix A4
STARTTS	Appendix A5
SWSLHD	Appendix A6
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Education	
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### Appendix A1: Gandangara Local Aboriginal Land Council

Gandangara Local Aboriginal Land Council is a not-for-profit organisation with 80% of its income directed back to services for members. It is one of Australia's leading Local Aboriginal Land Councils, providing health, home ownership, transport, employment and training services to Aboriginal people across south-west Sydney.

Eighty per cent of funds raised by Gandangara's projects are directed to an independently audited Future Fund for essential services for Aboriginal people. One of these services is the 114 Family Medical Practice. This is the first Aboriginal owned and run medical centre in Australia that operates without Government funding.

<http://gandangara.com.au/>

### Appendix A2: HammondCare

As a service provider, HammondCare is uniquely positioned to 'translate' research into practice. We seek to ensure that our research is sustainable and capable of implementation across all our aged and health care services.

#### *Research themes*

- Dementia and aged care
- Older persons' mental health
- Palliative care
- Pain management and treatment
- Rehabilitation and restorative care
- Workplace development and training

Our research not only focuses on improving a person's quality of life, but also seeks to assist family, carers and staff to provide the best quality of care and to feel supported in their role. Researchers at HammondCare blend expertise and passion, service delivery and rigorous inquiry.

<http://www.hammond.com.au/research>

### Appendix A3: Karitane

Karitane's dedicated research team is working on a number projects with universities and other organisations. Karitane welcomes research partnerships to inform and improve outcomes and clinical practice for children and families. Completed research projects have been published.

*Some recent research projects:*

- Circle of Security Parenting Education Program Evaluation
- Infant massage for unsettled babies
- Parenting practices and child temperament in early childhood disruptive behaviour problems
- Toddler biology and behaviour
- Parent-Child Interaction Therapy (PCIT) for families with children 15-24 months
- Maternal separation anxiety, parenting and infant behavioural disturbance
- Separation anxiety in pregnancy
- The perinatal journey
- Family Partnership in Practice

Karitane also has a research partnership with Peking University comparing the use of Chinese traditional medicine and western interventions for the treatment of mothers experiencing postnatal depression.

<http://karitane.com.au/karitane/professionals/research/>

### Appendix A4: NSW Refugee Health Service

The NSW Refugee Health Service aims to promote the health of people of refugee background living in NSW. This statewide service assists refugee settlers, and also asylum seekers living in the community. RHS provides clinical and health promotion programs, and supports health professionals to provide quality health care for refugees.

*Research interests include:*

- health status of newly arrived refugees and others of refugee background
- health service needs and barriers to care for those of refugee background
- evaluation of health programs assisting refugees.

<http://www.swslhd.nsw.gov.au/refugee/>

### Appendix A5: Service for the Treatment and Rehabilitation of Torture and Trauma Survivors

For many years, STARTTS has been committed to using research as a tool to explore, investigate and expand knowledge on the psychological needs of traumatised refugees.

Conducting clinical and community based research is a vital part of STARTTS' work and has enabled us not only to improve services for our client group, but also to provide valuable information to other professionals working with refugees or trauma survivors, promoting the development of new treatment techniques and helping people to appreciate the complications involved in refugee lives.

Moreover, research plays an important role in helping to raise awareness within the general public of the difficulties and obstacles which refugees must face.

Research at STARTTS is an ongoing and vital part of the work done by our team and helps maintain a continuous link to refugee communities, ensuring that our work remains at the forefront of the trauma treatment field and that we continue to produce the best possible outcomes for our clients.

<http://www.startts.org.au/research/>

## Appendix A6: South Western Sydney Local Health District

*Research Strategy for South Western Sydney Local Health District 2012 – 2021*

Strategic areas of focus:

- Strengthen health research leadership
- Develop priorities and innovation for research
- Build research capability
- Increase clinical trial capability
- Build workforce capacity to undertake health research
- Increase community interest and participation in health research
- Optimise use of infrastructure support

[http://www.swslhd.nsw.gov.au/pdfs/SWSLHD\\_Research\\_Strategy\\_2012.pdf](http://www.swslhd.nsw.gov.au/pdfs/SWSLHD_Research_Strategy_2012.pdf)

## Appendix A7: South Western Sydney Primary Health Network

*Innovative Models Promoting Access-to-Care Transformation (IMPACT) Study*

The IMPACT study is a five year research program that aims to develop and evaluate models of care that enhance access and reduce unmet need, avoidable emergency department visits and avoidable hospitalisations for vulnerable populations. South Western Sydney Medicare Local has partnered with the University of NSW Centre for Primary Health Care and Equity, and the South Western Sydney Local Health District to undertake this project. The research is conducted by Local Innovation Partnerships (LIPs) set up in regions of 3 Australian states (New South Wales, South Australia and Victoria) and 3 Canadian provinces (Alberta, Ontario and Québec). It has four main objectives:

- To develop a network of partnerships between decision makers, researchers, clinicians and members of the vulnerable communities to support the improvement of access to primary health care for vulnerable populations;
- To identify organisational, system level community based primary health care interventions designed to improve access to appropriate care for vulnerable populations, and establish the effectiveness and scalability of the most promising organisational innovations;
- To support the selection, adaptation and implementation of organisational innovations that align with local populations' needs and priorities; and
- To evaluate the effectiveness and efficiency and further scalability of these organisational innovations.

The IMPACT program of research involves four interconnected research projects:

Project 1 – Scoping of organizational innovations

Project 2 – Realist view of potential innovations

Project 3 – Context and improving access

Project 4 – Trialing evidence based access innovations locally

The LIPs will identify regional gaps in access to community based primary health care for vulnerable populations, and then work with researchers to identify evidence based approaches to address these gaps. Promising innovations will be trialed and evaluated in each of the LIP regions.

<http://www.swsml.com.au/site/researchprojects>  
<http://www.swsml.com.au/site/researchpub>

## Appendix A8: Tharawal Aboriginal Corporation

Tharawal Aboriginal Corporation (TAC) is a multifunctional Aboriginal Community Controlled Organisation incorporated in 1983 under the Aboriginal Councils & Associations Act 1975. The Community appoints its Directors to the Board every two years.

TAC was awarded the GP Practice of the Year Award in 2008 and is an Accredited General Practice with the Australian General Practice Accreditation Limited.

TAC stretches its services throughout the Local Government Area of Campbelltown, Camden and Wollondilly. It records an Indigenous population of 5,192 in total according the 2006 Commonwealth Census with over 70% residing in Campbelltown. This population figure, as all Aboriginal people would know, is for many reasons, an underestimate.

In Campbelltown, the most populous suburb for Aboriginal and Torres Strait Islander resident is in Airds which is where TAC is situated, followed by Macquarie Fields, Minto, Ambarvale, Campbelltown, Bradbury, Rosemeadow, Ingleburn and Claymore. In Camden, Aboriginal families are most populous in Narellan Vale, Currans Hill, Narellan-Smeaton Grange and Mount Annan. In Wollondilly, they live in Tahmoor, Bargo, Picton, Buxton-Thirlmere-Couridjah-Lakesland and Sliverdale-Warragamba-Wallacia.

TAC has a patient register of 3800 patients (about 95% Aboriginal & Torres Strait Islanders) which is about the number of Indigenous people recorded in Campbelltown in 2006.

<http://tacams.com.au/>

## Appendix A9: University of Sydney

At the heart of our strategy is our shared common purpose: to create and sustain a university in which, for the benefit of both Australia and the wider world, the brightest researchers and the most promising students, whatever their social or cultural background, can thrive and realise their full potential.

Strategic areas of focus:

- Obesity, diabetes and cardiovascular disease
- Cancer
- Mental health and neuroscience
- Infectious diseases

Over the course of 2015 the University will formulate its next five-year strategic plan, in consultation with staff, students and key stakeholders.

<http://sydney.edu.au/strategy/docs/University-of-Sydney-Health-Medical-Research-Strategy.pdf>

## Appendix A10: University of New South Wales

Blueprint to Beyond, the UNSW Strategic Intent, forms the enduring and overarching strategy for the University. We revisit it regularly, fine tuning our strategies in order to achieve our objectives and fulfil our aspiration.

Strategy involves choice. There are many goals that a leading research intensive university with our strengths could seek to achieve. We focus on what we do and can do best. Our strengths are built on our traditions of the highest academic standards, our record of leading the way with industry and community partnerships and our history of engaging internationally.

The UNSW Strategic Intent reflects the fundamental university mission of education, research and community engagement. It underpins our Faculty and Divisional plans, and its guiding principles and objectives inform our policies, processes and procedures.

Our challenge is to strive to fulfil our aspiration – to continuously improve our position as a leading research intensive university in Australia and a peer in good standing with the best globally, with strong traditions of excellence, innovation and social justice.

B2B is a strategy to enhance effectiveness and interdisciplinarity. We seek to minimise the barriers between faculties and disciplines, and between blue sky research and research of more immediate impact. The name B2B captures the idea of the practical application of research, as in “Bench to Bedside” in medicine, or “Bench to Building” in architecture.

The University will achieve its aspiration where students, staff and the community work together, and where the University’s capabilities and resources support that aim.

[https://www.unsw.edu.au/sites/default/files/documents/UNSW3268\\_B2B\\_Design\\_AW3.pdf](https://www.unsw.edu.au/sites/default/files/documents/UNSW3268_B2B_Design_AW3.pdf)

## Appendix A11: University of Wollongong

From 3D bioprinting, materials engineering and medicinal chemistry to social transformation, University of Wollongong’s major research facilities and strengths are working tirelessly to solve complex, real-world problems. Our local, national and global partnerships with other institutions and industry work towards building a sustainable and equitable future for the 21st century.

<https://www.uow.edu.au/research/priorities/index.html>

<https://www.uow.edu.au/content/groups/public/@web/@spq/documents/doc/uow135458.pdf>

## Appendix A12: Western Sydney University

Western Sydney University is a research institution driven by impact. Our research makes a difference regionally, nationally and globally. We are committed to collaboration with our regional, national and international communities to contribute to their economic, social and environmental well-being.

At WSU excellence in research is the precondition of impact. With research excellence we connect our local and global communities and create world-leading impact.

WSU is student-centred and research-led. This research plan frames the WSU vision of engaged research across three key dimensions: futures, impact and capacity. These dimensions are interconnected and mutually reinforcing. To achieve our objectives the University’s teaching and research capacities must also be interconnected and mutually reinforcing.

The University's research themes are:

- Urban Living and Society: People, Culture, Economy and Built Environment
- Health and Well-being: Translation, Service and Innovation
- Education: Access, Equity, Pathways, and Aspirational Change
- Environmental Sustainability: Climate, Agriculture and Resources

[http://www.uws.edu.au/\\_data/assets/pdf\\_file/0007/745666/UWS\\_ResearchPlan2015\\_2017\\_FNL.pdf](http://www.uws.edu.au/_data/assets/pdf_file/0007/745666/UWS_ResearchPlan2015_2017_FNL.pdf)

### Appendix A13: Ingham Institute for Applied Medical Research

*Ingham Institute for Applied Medical Research: Research Strategy 2013*

Research Strategy Goals:

- Support high-quality applied medical research priorities
- Build capacity for high-quality applied medical research in South Western Sydney
- Sustain a strong and collaborative profile for the Ingham Institute

<https://inghaminstitute.org.au/content/research-strategy-plan>

## Appendix B: Reference Documents

*NSW Health and Medical Research Hub Strategy 2014 - 2019*

<http://www.health.nsw.gov.au/ohmr/Documents/OHMR-Hubs-Strategy-web.pdf>

*NSW Health and Medical Research Strategic Review 2012*

[http://www.health.nsw.gov.au/ohmr/Documents/medical\\_strategic\\_review\\_.pdf](http://www.health.nsw.gov.au/ohmr/Documents/medical_strategic_review_.pdf)

*NSW Government Response to the NSW Health and Medical Research Strategic Review*

<http://www.health.nsw.gov.au/ohmr/Publications/stratreview-gov-response.pdf>

*Strategic Review of Health and Medical Research: Final Report 2013*

[http://www.mckeenreview.org.au/downloads/Strategic\\_Review\\_of\\_Health\\_and\\_Medical\\_Research\\_Feb\\_2013-Final\\_Report.pdf](http://www.mckeenreview.org.au/downloads/Strategic_Review_of_Health_and_Medical_Research_Feb_2013-Final_Report.pdf)

*Infrastructure NSW State Infrastructure Strategy Update 2014*

[http://www.infrastructure.nsw.gov.au/media/43622/inf\\_j14\\_871\\_sis\\_report\\_book\\_web\\_new.pdf](http://www.infrastructure.nsw.gov.au/media/43622/inf_j14_871_sis_report_book_web_new.pdf)

## Appendix C: Abbreviations

Ingham Institute	Ingham Institute for Applied Medical Research
STARTTS	NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors
SWSR	South West Sydney Research
SWSLHD	South Western Sydney Local Health District
SWSPHN	South Western Sydney Primary Health Network
TOR	Terms of Reference
UNSW	University of New South Wales
WSU	Western Sydney University
UOW	University of Wollongong