

Central Coast Local Health District

STRATEGIC RESEARCH PLAN

2022-2026



Health
Central Coast
Local Health District





Kevin (Gavi) Duncan *Yhi Mia Mia* 2020
Acrylic on canvas – image courtesy of the artist



Acknowledgement of Country

We pay our respect to these lands that provide for us. We acknowledge and pay respect to the ancestors that walked and managed these lands for many generations before us.

We acknowledge and recognise all Aboriginal people who have come from their own country and who have now come to call Darkinjung country their home. We acknowledge our Elders who are our knowledge holders, teachers and pioneers. We acknowledge our youth who are our hope for a brighter and stronger future and who will be our future leaders.

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Foreword

CCLHD Chief Executive and Board Chair

CCLHD Research – a New Beginning

There is considerable pride and a sense of accomplishment with the launch of the Central Coast Local Health District (CCLHD/District) Strategic Research Plan 2022-2026. It occurs in conjunction with the development of the Gosford and Wyong Hospital campuses and the opening of the Health and Wellbeing Precinct that houses the Central Coast Research Institute (CCRI). This indeed represents the fulfilment of astute foresight and planning that stretches back to the first CCLHD Research Plan published in 2013.

Over the 5 years of the District's Research Plan 2017-2021, there has been significant growth in the research environment. Solid foundations for collaborative research have been established with the University of Newcastle and the CCRI, and a strengthening of partnership with the NSW Regional Health Partners (NSWRHP), a National Health & Medical Research Council's Centre for Innovation in Regional Health. These partnerships will continue to ensure our District research addresses important regional matters.

The CCLHD Strategic Research Plan 2022-2026 builds on the previous Research Plans that realised the appointment of Professor Nick Goodwin as the inaugural Director of Research for the District and CCRI. He brings his extensive experience in translational research and integrated models of care to the Central Coast. The District is now well placed to be a partner in applying the results of translational research into integrated care and embedding them into routine health care for our community.

Over the next five years, we will realise the full potential of our research leadership and capacity through the implementation of this next Research Plan. It will lead to integrating research evidence into the routine delivery of health care with resultant improved health and wellbeing outcomes in our hospitals, health centres and in the community. Our consumers will partner with researchers to deliver improved access to and outcomes from our health care services. The CCLHD Research Office staffing has been augmented, allowing it to process an increasing number of research projects, clinical trials, and quality improvement applications.

The CCLHD Strategic Research Plan 2022-2026 has been developed over many months following wide consultation with District staff and researchers and our external research partners. This Plan paves the way forward for research to exploit our state-of-the-art local research facilities and expanding research expertise to address the health priorities of our community.

In many ways, this is a new beginning for research on the Central Coast.



Scott McLachlan
Chief Executive



Professor Donald G. MacLellan
Board Chair

Foreword

CCLHD Director of Research

Research that Makes a Difference

This CCLHD Strategic Research Plan 2022-2026 builds on the considerable achievements over the last decade in building an environment for the development and delivery of high quality research at the Central Coast Local Health District. The Research Plan 2013-2016 saw the establishment of the Research Office, *Research Governance Framework* and a range of education programs and partnerships that helped to enhance the capabilities of our researchers. From these solid foundations, the Research Plan 2017-2021 supported further investments in the District's research infrastructure leading to a growth and diversification of research activities including supportive education and mentoring programs to help nurture and build research leadership.

The last five years have also been characterised by the increasing role that the CCLHD has played in a number of vibrant research partnerships. This has included high-profile leadership in collaborative clinical trials and our active involvement with NSW Regional Health Partners to help accelerate the translation of evidence into practice in ways that bring improvements to the health and wellbeing of our community. In partnership with the University of Newcastle, the culmination of these investments saw the completion of world-class education and research facilities housed in the Central Coast Clinical School and Research Institute building on the Gosford Hospital campus that opened in June 2021. The ambition to place the CCLHD at the forefront of translational research into new models of integrated care was also realised through the establishment of the Central Coast Research Institute for Integrated Care as a joint venture of the CCLHD with the University of Newcastle.

The CCLHD's research strategy for the next five years will seek to capitalise on this investment to establish an enabling environment that will allow growth in research leadership and excellence; build research literacy, capacity and skills; develop vibrant partnerships and collaborations; and engage staff, consumers, carers and the community in research. By working with our strategic partners and co-producing our research activities with consumers we will seek to enhance the quality, accessibility and effectiveness of the healthcare services we provide. Ultimately, we will seek to undertake our research in ways that directly address the health and wellbeing priorities of the Central Coast community and support the rapid uptake of our research to directly enhance how care is delivered and so improve people's care experiences and outcomes as a result.

Professor Nick Goodwin
Director of Research



About the Central Coast Local Health District

This five year Strategic Research Plan seeks to contribute to the District's Caring for the Coast strategy that encompasses delivering exceptional care and Caring for our Patients, our Community, our Staff, our Resources, and our Future. The purpose of the Caring for the Coast strategy is to enhance the health and wellbeing of our community and deliver health services that are accessible, high quality and integrated. This can be achieved by exploring new and better ways of delivering care and achieving better patient outcomes through research and innovation.

Our District provides a range of public health services to the Central Coast community. It is served by two acute hospitals:

Gosford Hospital which is a principal referral hospital providing a comprehensive range of secondary level services including medical and surgical specialities, maternity, paediatrics, mental health, and some complex and tertiary level services, including trauma, interventional cardiology and cancer. Services are provided in admitted, ambulatory and outpatient settings. This hospital completed a \$348 million development in 2018, resulting in enhanced acute inpatient facilities.

Wyong Hospital which is considered a major metropolitan hospital providing a comprehensive range of secondary level services including emergency, surgery, stroke, acute medical, aged care, rehabilitation and mental health inpatient services as well as outpatient and ambulatory services. A \$200 million redevelopment was completed in 2021, providing new acute facilities.



Our District also has two sub-acute facilities:

Woy Woy Hospital which provides inpatient and outpatient services with a range of community health services located onsite. Inpatient services are provided as part of the clinical stream of aged care, sub-acute and complex care services.

Long Jetty Healthcare Centre which provides sub-acute inpatient services, transitional care and a range of community and outpatient health care services, including renal dialysis and specialist palliative care.

The geographical region is supported by eleven sites where **community and early childhood health services** are provided. Community health centres provide a range of services to the people of the Central Coast. The mix of services available at each community health centre varies and can include antenatal

services, child and family health, youth health, community nursing, ongoing and complex care, sexual health, mental health, drug and alcohol services, and allied health services including physiotherapy, occupational therapy, speech pathology, audiology, podiatry and nutrition.

There are also three satellite dialysis units located at Lakehaven Community Health Centre, Long Jetty Healthcare Centre and onsite at Gosford Hospital, as well as three oral health clinics located at Gosford, Wyong and Woy Woy Hospitals.

Our Research Environment

High impact research needs to be supported through an enabling research and training environment. This is why the District has been investing in its infrastructure and developing its academic partnerships to provide access to a range of facilities that serve as focal points for research activity.

Key to this investment has been the opening of the Central Coast Clinical School and Research Institute within the Health and Wellbeing Precinct at Gosford Hospital. This \$72.5 million state-of-the-art research and education facility houses the District Library and Research Office, the Central Coast Research Institute and the University of Newcastle Clinical School complete with a 100-seat lecture theatre, seminar rooms, simulation labs, problem-based learning spaces and a PC2 laboratory. Within Gosford Hospital, the opening of the Ideas Hub has also created a research and innovation space for health experts and local businesses to tackle healthcare challenges through new technology.

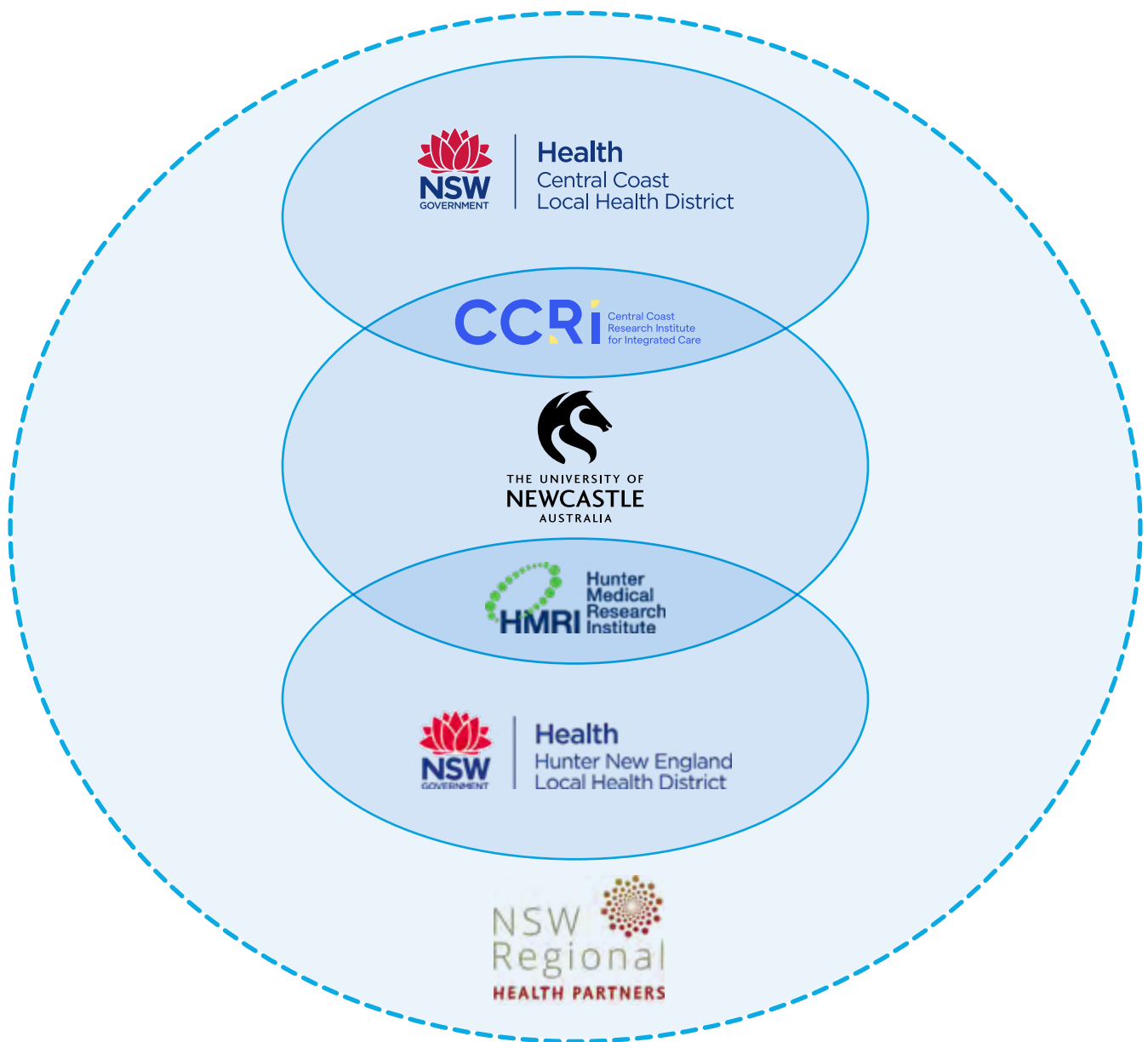
These core research facilities are helping to bring together researchers from a range of health, medicine and wellbeing services to conduct high quality research and act as a centre of excellence to help build research skills and capacity across the health, university and wider workforce. Engaging closely with the local community, the District and the University of Newcastle have a wider vision to create a Health and Wellbeing campus that stimulates research and innovation in ways that can deliver wider economic benefits to the Central Coast community.



Our Research Environment

Our Research Collaborations

The **Central Coast Research Institute for Integrated Care (CCRI)** is a joint venture of the CCLHD and the University of Newcastle. The purpose of the CCRI is to deliver pioneering research in the development and evaluation of new models of integrated care in key priority areas including healthy ageing, mental health and wellbeing, complex chronic illness and Aboriginal health. The CCRI is co-located with the CCLHD Research Office and the UON Central Coast Clinical School as a means to create a dynamic centre of research excellence where care professionals, students and researchers can interact with each other to build their research capacity and skills. The UON's Strategic Plan 2020-2025, Looking Ahead, with its priorities for enabling better healthier living and connected communities, directly complements our District's research objectives. Our close partnership with the UON means the District will be able to leverage the significant skills and expertise of leading academics, and support growth in student research.



The CCLHD is one of seven supporting organisations to **NSW Regional Health Partners** that is accredited by the NHMRC as a Centre for Innovation in Regional Health. Acting as a Rapid Applied Research Translation (RART) Initiative it seeks to share and build research capabilities to accelerate the adoption of research into practice. The Partners include Hunter New England and Mid North Coast LHDs, Hunter Medical Research Institute, Hunter New England and Central Coast Primary Health Network (PHN), the University of Newcastle and the University of New England.

Our Research Environment

The CCLHD has a long history and focus on the establishment of clinical trials across multiple departments. The ongoing success of these clinical trials teams is due to strong clinician commitment, dedicated trials coordinators and integrated multidisciplinary care. Strong collaborations have been forged to foster investigator initiated research as well as participation in a broad range of collaborative group and industry developed clinical trials. Our District is well placed to deliver access to multiple emerging therapies and advanced technology that provide the highest quality treatments within the context of clinical trials and other collaborative research. By enabling a clinical trials research portfolio, the District aims to provide patients across the Central Coast with access to the most recent world class treatments and evidence-based care of the highest quality.

Governance

Our District is supported by a *Research Governance Framework*¹ that reflects and reinforces the principles of the *Australian Code for Responsible Conduct of Research*². Governance and strategies to promote research at the CCLHD are overseen by a Board sub-committee, the **Board Research Committee (BRC)**. The BRC oversees and monitors the development and implementation of the Strategic Research Plan, promotes research activities and collaborations, and ensures that research we undertake fully complies with Commonwealth and State governance and reporting requirements.

Governance Structures

NSW Regional Health Partners (NSWRHP)

NSWRHP Governing Board

Chair: Elected from members

Members: CEs and Vice Chancellors of partnering organisations

Central Coast Local Health District (CCLHD)

CCLHD Board

Board Research Committee (BRC)

Chair: a Board member

Executive Sponsor: District Director Quality, Strategy & Improvement

Members: 10 including CCLHD Chief Executive (CE), 2 Board members, District Directors, Director of Research, Research Manager and Chair of the ORC

Operational Research Committee (ORC)

Chair: District Director Nursing & Midwifery

Executive Sponsor: District Director Quality, Strategy & Improvement

Members: Up to 24 including Director of Research, Research Office staff, CCLHD staff, JMOs, community representative, student and UON representatives

Central Coast Research Institute (CCRI)

CCRI Board

Chair: Independent

Members: 4 consisting of 2 representatives each from CCLHD and UON

The District's **Operational Research Committee (ORC)** enables the operational aspects of the Strategic Research Plan. The ORC identifies, develops and recommends the implementation of activities to improve the effectiveness of the environment in which we conduct research. The ORC works with the CCLHD Research Office to support growth in our research capacity and capabilities, seeks research funding, promotes ongoing research education and training for established and new researchers; and supports managers and clinicians to translate research findings into practice.

The **CCLHD Research Office** is located on Level 10 of the Central Coast Clinical School & Research Institute (Building A) on the Gosford Hospital campus. The primary responsibility of the Research Office is overseeing research governance for local research projects as well as offering assistance with ethics applications, providing research education and training sessions, and assistance with grant applications for local staff and students. The Research Office is also responsible for coordinating the BRC and ORC, monitoring local clinical trials, processing Honorary Conjoint Scholar applications, and managing grant-funded projects. Research Office staff can provide assistance to local researchers interested in finding a mentor, biostatistical support or in collaborating with partners on research projects, as well as organising local events such as the annual Research and Innovation Symposium.

CCLHD Research Strategy

Our Vision for Research

Our vision is to enable better health and wellbeing outcomes for our community through the adoption of high quality research that supports the CCLHD Caring for the Coast Strategy.

Our Purpose for Research

Reflecting the CCLHD Caring for the Coast Strategy, our purpose is to undertake research that:

- Translates into improved health and wellbeing for the Central Coast community and has national and global impact;
- Enhances the accessibility, quality and effectiveness of our healthcare practices and services; and
- Ensures our community is both a partner and beneficiary of our research.

Our Principles for Research

Integrity

Our research is ethically and responsibly conducted according to the *Australian Code for the Responsible Conduct of Research*². The way we describe and promote our research findings promotes confidence and trust in the integrity of our research.

Excellence

We are driven by the desire to adopt and advance research of the highest quality and value, and be creative in using the latest research methods and techniques. We strive to operate as a centre of research excellence and provide the supporting environment through which research and research leadership can flourish.

Relevance

Our research seeks to have a positive impact on the health and wellbeing of Central Coast residents and to the efficiency and quality of the services they receive. The research that we take forward is responsive to the priority health needs of the Central Coast community and is pro-active in supporting the adoption of research evidence into policy and practice in sustainable ways.

Inclusiveness

The research we undertake respects diversity and aims to advance inclusion, equity and equal opportunities. We are committed to fostering a supportive research environment that reflects the diversity of our researchers, consumers and communities in all their forms. Our research supports a participatory approach in which consumers and the community are actively encouraged to engage, collaborate and be partners in research.

Collaboration

Our research will promote and support the development of collaborative partnerships that bring together researchers, professionals, organisations and the local community. Collaborative research will promote access to research funding, support the exchange of ideas and skills across disciplines, drive higher quality research activity, and make research more accessible.

CCLHD Research Strategy

Key Focus Areas

1. LEADERSHIP

Growing Research Leadership and Excellence

Opportunities will be created for the next generation of researchers and research leaders to fulfil their interests and careers at CCLHD through enhancing its reputation as an organisation that supports high quality research.

2. CAPABILITIES

Building Research Literacy, Capacity and Capabilities

Investment will support and develop the knowledge and skills of CCLHD's workforce and create a learning environment that promotes engagement in research.

3. PARTNERSHIPS

Developing Dynamic Partnerships and Collaborations

Research partnerships will be prioritised as an essential path for the CCLHD to mobilise the talent, creativity and expertise necessary to drive forward high-impact research.

4. COMMUNITY

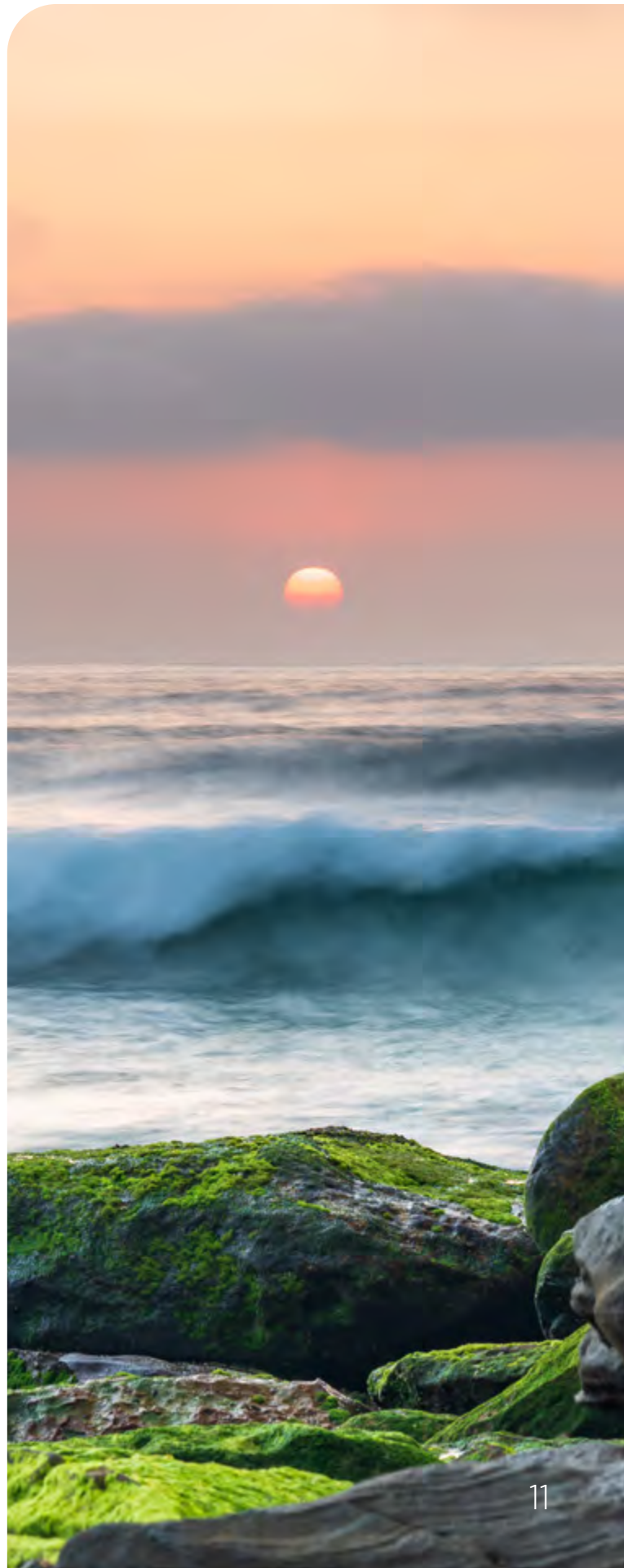
Involving Consumers and the Community in Research

Consumers and the community will be encouraged and supported to collaborate and engage as partners in research.

5. IMPACT

Driving Research that has an Impact

Our research will lead to demonstrable and sustainable improvements to people's health and wellbeing and to the quality, accessibility and effectiveness of healthcare practices and services.



Key Focus Area 1

Growing Research Leadership and Excellence

OBJECTIVES:

- Maintain and promote a reputation as a centre of excellence in clinical trials and translational research
- Nurture leadership capacity to enable growth and equal opportunities for research leaders across the District
- Support and upskill District staff to be able to conduct and lead high quality research projects and to develop successful grant applications for future research initiatives
- Become known as an organisation where healthcare professionals are supported to pursue their research interests and careers
- Promote the development of research programs of national and international reputation

ACTIONS:

- Develop a research career pathway and mentorship program to engage and motivate staff and researchers
- Attract and retain research leadership through the District's Honorary Conjoint Scholar model and clinical academic positions with partnering universities

- Identify leaders in key areas of research to establish research networks that provide support to CCLHD staff
- Identify and promote opportunities in research leadership development

MEASURES OF SUCCESS:

- Numbers of staff accessing District-wide mentoring and research leadership opportunities and research development programs
- Increase in the number of academic positions and conjoint appointments
- Increased numbers of staff leading research projects
- Increase in the number of high quality local, national and international research projects attracting competitive funding/ grants
- Evidence of leadership and involvement in Centres of Research Excellence in collaboration with the CCRI and other research partners



Key Focus Area 2

Building Research Literacy, Capacity and Capabilities

OBJECTIVES:

- Foster a learning environment that promotes engagement in research
- Create a culturally safe setting for research that embraces the principles of equity, inclusion and representation of diverse cultural, linguistic, identity and lived experience
- Facilitate research engagement and capability by building the knowledge, skills and confidence of our researchers
- Enhance research support services for CCLHD staff and researchers to ensure research excellence
- Capitalise on existing academic research partner networks to support capacity building

ACTIONS:

- Promote and provide research education and training opportunities, including peer networks with research leaders
- Provide education and training in research skills and methods (including promotion of the Researcher Pathway)
- Develop strategies to support staff to conduct research, undertake higher degrees and attend training
- Develop and enact a strategy that promotes the inclusion of multicultural groups and Aboriginal and Torres Strait Islander peoples in research
- Implement practical measures to increase access to essential research supportive software
- Establish a District-wide management system to enhance the conduct of, expertise and involvement in clinical trials and other translational research
- Ensure timely governance review and authorisation of research projects
- Ensure compliance with requirements for hospital accreditation, including implementation of the National Clinical Trials Governance Framework
- Increase Research Office capacity to provide enhanced services that support research projects and research grants
- Promote the capacity of library services to provide a range of services and resources that support researchers
- Establish a grant management role in the Research Office that leverages research partnerships, including the CCRI

MEASURES OF SUCCESS:

- Increasing numbers of staff involved in research
- Increasing numbers of multicultural and Aboriginal and Torres Strait Islander staff involved in research
- Increasing numbers of District staff supported by education and training in research skills and methods
- Increased numbers of staff using and completing the CCLHD Researcher Pathway for Health Professionals
- Increasing numbers of CCLHD staff supported through the mentorship program
- Implementation of the NSW Health supported Clinical Trial Management System
- Site governance review that meets or exceeds the Key Performance Indicators (KPIs) as outlined in the District's Service Level Agreement with the Ministry of Health
- Meet accreditation requirements for the Australian Commission on Safety and Quality in Health Care with implementation of the National Clinical Trials Governance Framework
- Evidence of enhanced research support services being provided, including support with ethics applications, grant management, biostatistics, health economics, library services, data management and software licences



Lomandra Weaving is an ink drawing from a weaving made by Joel Grogan at the UON's Callaghan Campus with locally sourced Lomandra rushes. The original drawing was transformed into a design that has been installed across the glazing on glass walls and windows of the CCCSRI building. Joel is a Kuku-Jelandji man from the Cairns area who has grown up on both Awabakal and Darkinjung country.

Key Focus Area 3

Developing Dynamic Partnerships and Collaborations

OBJECTIVES:

- Increase and maintain collaborative research partnerships within CCLHD and with universities and other research organisations
- Increase access to higher degree research training for CCLHD staff
- Develop research collaborations with stakeholders from the Central Coast community, including other health and care providers
- Enhance collaboration with Aboriginal Health services within the District and with the Aboriginal community
- Enhance collaboration with multicultural groups in the community
- Promote innovation and teamwork to drive high quality, high impact research
- Support the strategic objectives of the CCRI in bringing together research collaborations at state, national and international levels to research and promote models of integrated care
- Maximise opportunities as a member of the NSW RHP to drive high quality translational health research and support research translation

ACTIONS:

- Develop research partnerships and collaborations within CCLHD departments and services
- Enhance partnerships with key external academic and industry partners, including but not limited to CCRI, NSW RHP and the University of Newcastle
- Support the establishment of an Aboriginal Health Research Advisory Group for the Central Coast
- Develop an Aboriginal Health research strategic plan for the CCLHD
- Establish an advisory group with multicultural people from staff and the community
- Build research partnerships focusing on integrated care supported by the CCRI
- Engage proactively with the members of NSW RHP to deliver a portfolio of high quality translational health research with evidence of research translation

MEASURES OF SUCCESS:

- Increased number of collaborative research projects involving multiple departments within CCLHD, as well as with other Local Health Districts and Primary Health Networks (PHN) and external industry partners
- Numbers of clinicians and other staff undertaking research and higher degree research studentships
- Increased number of collaborative grant applications and research projects with academic and other partners, including grants awarded through NHMRC, MRFF and TRGS funding
- Completion of an Aboriginal Health research strategic plan
- Increase in Aboriginal Health research projects and research leadership
- Increasing numbers of collaborative projects on integrated care supported by the CCRI



Key Focus Area 4

Involving Consumers and the Community in Research

OBJECTIVES:

- Work with the Central Coast community to identify research priorities based on local needs
- Create a positive environment for the community through co-design opportunities
- Strengthen consumer and community engagement and involvement in health research activities, including the conceptualisation, design, implementation, evaluation and translation of research
- Build a culture of quality and excellence in research and research translation
- Gain support from the Central Coast community to research undertaken by the District and its partners

ACTIONS:

- Encourage and support consumer and community partnerships in research
- Enable researcher competence, training and capacity building in effective consumer and community involvement in research
- Create organisational processes to support community and consumer involvement in research activities within NSW Regional Health Partners and other partner organisations
- Establish and operate a consumer and community advisory group to support and facilitate research activities
- Develop strategies to promote CCLHD research achievements in our community
- Support and assess the consumer experience of research involvement
- Develop a coordinated and sustainable fundraising model to support the research priorities of the Central Coast community through scholarships and internal grants
- Develop a research philanthropy strategy to support local and regional investment in the District's research activities

MEASURES OF SUCCESS:

- Increasing numbers of people from the Central Coast community, including people from disadvantaged groups, involved in the co-design of all aspects of our research projects
- Increasing numbers of people from the Aboriginal community proactively involved in our research activities
- Evidence that the local community is aware of, and understands, the relevance and value of the research undertaken by the District and the CCRI
- Evidence of a positive consumer experience from their involvement in research activities
- Increased resources for research through fundraising and philanthropy



Key Focus Area 5

Driving Research that has an Impact

OBJECTIVES:

- Support and prioritise research that brings benefits to the health and wellbeing of the Central Coast community and beyond
- Undertake research that improves the quality, accessibility and effectiveness of services
- Develop researcher skills that enable research to be translated into practice and policy, to ensure sustainability of initiatives following completion of research
- Ensure research programs support and influence the clinical and health service priorities of the Central Coast community

ACTIONS:

- Measure the research impact on people's health and wellbeing and the quality, accessibility and effectiveness of the services they receive
- Assess the quality and impact of clinical trials
- Consider the needs of the Central Coast community in the design and development of research programs

- Provide training to improve the skills and capacity of CCLHD staff in translating research findings into practice
- Engage clinicians, managers and non-clinical staff in the identification, design and conduct of research that seeks to address Central Coast clinical and health service needs and priorities
- Ensure research programs develop clear monitoring and evaluation frameworks to assess impact (from a measured baseline)
- Establish an operational plan for the effective dissemination and exploitation of research results
- Promote and disseminate research findings, including through the CCLHD's Research Symposium, Annual Research Report and revised contemporary website
- Invest in grant and scholarship programs that stimulate translational research
- Encourage and support the publication of findings in peer-reviewed journals and presentation of findings at scientific conferences

MEASURES OF SUCCESS:

- Use of research in clinical and management practice as a means to improve or change service delivery sustainably
- Evidence of research that impacts positively on the health and wellbeing of the Central Coast community (reach, acceptability, translation and scalability)
- Feedback from community stakeholders demonstrates a positive impact on meeting their Central Coast priorities
- Evidence of the uptake of positive research outcomes that improve quality, accessibility and effectiveness of services in policy and practice
- Increased number of clinical trials activated across clinical departments
- Increased number of participants enrolled in clinical trials
- Increased number of staff and research partners developing expertise in the conduct of clinical trials, including Good Clinical Practice (GCP) training
- Increasing numbers of peer-reviewed publications, citations and conference presentations
- Increased numbers of people engaged in accessing research information on the District Research website page



Implementation & Monitoring

The *Strategic Research Plan 2022 – 2026* sets out the strategic directions and priorities for research on the Central Coast over the next five years to 2026. The implementation of the Plan will require collaboration across all levels of the District, its partners and the local community. Success in the implementation of the five key focus areas detailed in this plan will deliver its objectives over the coming five years.

An annual Implementation Plan will be developed to support the Strategic Research Plan, with the actions and measures from the Plan expanded into achievable targets with timeframes, and updated annually.

Contributions to this Plan

Contributions to this Plan came from members of the CCLHD Board Research Committee (BRC) and Operational Research Committee (ORC) with development of the Plan overseen by a governance group consisting of Professor Donald MacLellan (CCLHD Board Chair), Fiona Wilkinson (District Director Quality, Strategy and Improvement), Dr Philip Hayes (Board Member and BRC Chair), Professor Nicholas Goodwin (Director of Research), Lynne Bickerstaff (District Director Nursing & Midwifery and ORC Chair), Dr Katherine Bolton (Research Manager) and Brianna Attard (Research Governance Officer).

This Plan was subject to internal and external consultation from February to September 2021. The first phase of consultation involved gaining agreement for the vision, purpose and principles; the second phase involved developing the key focus areas of the Plan and approaches to effective implementation, monitoring and evaluation; with the final phase involving consultation to support the drafting and finalisation of the Plan.

Extensive consultation was conducted with multiple internal and external key stakeholders, including consumers and community members, who provided valuable insights and input. Methods of consultation included a District-wide online survey, face-to-face workshops and meetings, email communication and virtual forums.

Thank you to the many CCLHD staff and external stakeholders who provided valuable feedback and contributions towards the development of this Plan.

Contact Details

CCLHD Research Office Central Coast Clinical School & Research Institute

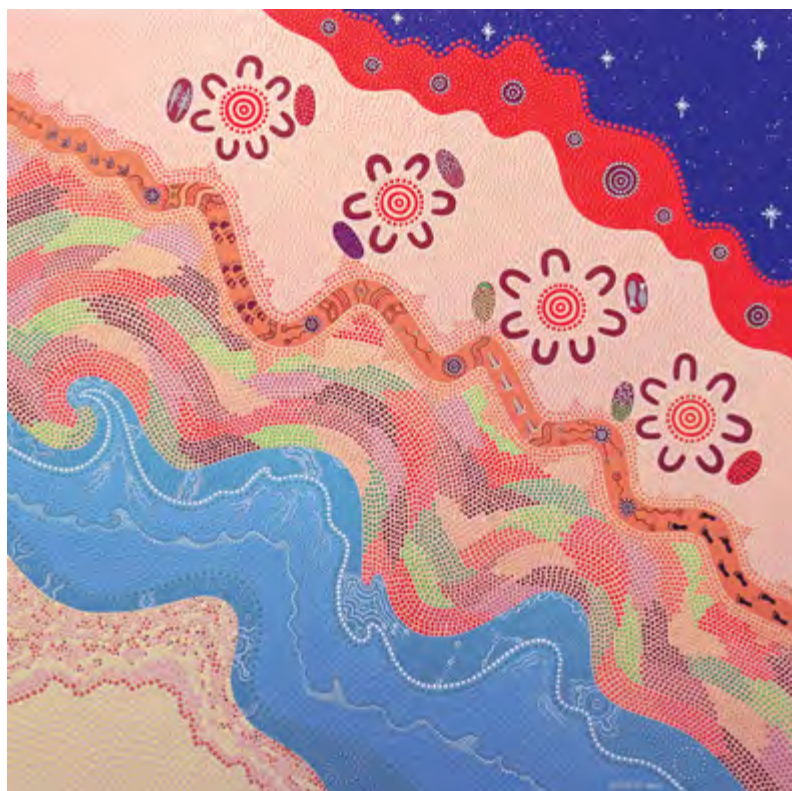
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Wendy Pawley

Darkinjung Country from the Ocean to the Bush 2020
Acrylic on canvas – image courtesy of the artist



Appendix

Appendix 1 – List of Abbreviations

| | |
|---------------|--|
| BRC | Board Research Committee |
| CCCSRI | Central Coast Clinical School and Research Institute |
| CCLHD | Central Coast Local Health District |
| CCRI | Central Coast Research Institute |
| GCP | Good Clinical Practice |
| HMRI | Hunter Medical Research Institute |
| HNELHD | Hunter New England Local Health District |
| JMO | Junior Medical Officer |
| KPIs | Key Performance Indicators |
| MRFF | Medical Research Future Fund |
| NHMRC | National Health and Medical Research Council |
| NSWRHP | NSW Regional Health Partners |
| OHMR | Office for Health and Medical Research |
| ORC | Operational Research Committee |
| PC2 | Physical Containment Level 2 (in relation to a wet laboratory) |
| PHN | Primary Health Network |
| TRGS | Translational Research Grants Scheme |
| UON | University of Newcastle |

Appendix 2 – References

1. *CCLHD Research Governance Framework* (V17; 2021)
2. *Australian Code for Responsible Conduct of Research* (NHMRC; 2018)



The University of Newcastle's **Thurru Indigenous Health Unit** – *to be in a state of healing* – is a culturally safe meeting space for all, located on Level 6 of the Central Coast Clinical School and Research Institute (CCCSRI) building. It is a welcoming, gathering and learning space with a Grounding Stone sourced from Darkinjung country. The Stone creates a distinctive space for sharing of stories and the development of knowledge, and empowers Indigenous ways of communicating. It holds a significant presence and is a link to the sandstone landscape across the Darkinjung region, which is heavily inscribed with carving, artwork and grinding grooves, and demonstrates the rich culture of the area.

