

Southern Adelaide Local Health Network

Research Direction 2021-2024



Contents

Message from the SALHN Governing Board Chair, Interim Chief Executive Officer and Executive Director, Research Strategy

01

Our Research Direction – Past, Present and Future

02

About the Southern Adelaide Local Health Network

04

Our Research Roadmap

06

Four Fields of Enquiry

08

Research at SALHN

10

Consumers and Advocacy

12

Partners

13

**Message from the SALHN Governing Board Chair,
Interim Chief Executive Officer and Executive Director, Research Strategy**

The SALHN Governing Board Chair, Interim Chief Executive Officer and Executive Director, Research Strategy are delighted to release SALHN's Research Direction for 2021-2024.

Southern Adelaide Local Health Network (SALHN) is a unique health service, providing complex care, from the beginning to the end of life, to southern Adelaide and rural communities.

In addition to its diverse health service delivery, the Flinders Health Precinct, which combines Flinders Medical Centre (FMC), Flinders Private Hospital and Flinders University, is a thriving hub of research and opportunity.

FMC is a major teaching and research hospital with a culture of innovation that has evolved and endured for close to five decades.

SALHN has undergone consistent change, and the introduction of the SALHN Board is designed to ensure health services reflect local community values, needs and priorities whilst strengthening local partnerships.

The Research Direction has been informed by broad conversation and reflection and external quality frameworks and reviews. These include the Birch Report, SA Productivity Commission Report – Inquiry into Health and Medical Research in South Australia, and The National Clinical Trials Governance Framework – Australian Commission on Safety and Quality in Health Care.

The purpose of our Research Direction is to:

- strengthen research culture and critical enquiry
- improve capability both within SALHN and through partnerships.

A key piece of our strategy is the Four Fields of Enquiry, which encapsulates both our research and improvement culture while capturing opportunities for further development.

Reinforcing a culture of enquiry across our whole organisation is pivotal to the continued improvement and delivery of high-quality care.

This has been assisted through:

- embedded research leads within each division;
- the formation of a Research Council to better inform executive decision making; and
- plans to unite key elements including digital information, improvement expertise and governance, breaking barriers, and facilitating creative ideas and action.

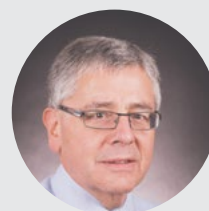
Together we are committed to improving and innovating the delivery of high-quality healthcare and to strengthening SALHN as a sought-after destination for research and training.



Mark Butcher
Governing Board
Chair



Wayne Gadd
Interim Chief
Executive Officer



**Professor
Andrew Bersten**
Executive Director,
Research Strategy



Scan QR code to view SALHN's Research Direction for 2021-2024 video.

Our Research Direction – Past, Present and Future

SALHN's Research Direction recognises the critical role of enquiry to a strong culture that underpins high-quality healthcare delivery (safe, effective, patient-centred, timely, efficient and equitable).

The Research Direction is part of a broader strategic framework for SALHN. It aligns with the four strategic pillars within the SALHN Strategic Directions Map 2019-2024 – Our Clinical Services, Our Consumers, Our Relationships and Our Research. It also aligns with SALHN's Consumer Engagement Framework and Plan 2019-2021 and SALHN's Clinician Engagement Strategy 2021-2024.

SALHN's mission is to build a thriving community by consistently delivering reliable and respectful health care for, and with, all members of our community.

Research is integral to this mission as excellence in research and enquiry optimises improvement in health care delivery, in turn optimising effective and efficient health care outcomes for our community.

Through our Research Direction, we aim to promote enquiry by everyone at SALHN, empowering them to know where they are and where they want to be in the Four Fields of Enquiry.

It aims to strengthen our culture through improved collaboration, shared problem-solving, deep thinking, creativity and staff wellbeing.

SALHN is committed to working with our many partners to ensure academic and evidenced-based research is aligned to our clinical care.

Our researchers and staff respond to the SALHN Research Direction 2021-2024:



**Associate Professor
Kate Laver**
Rehabilitation, Aged
Care and Palliative Care

A strong research culture means that SALHN is constantly striving to offer the best and most innovative care.

Collaboration between researchers, clinicians, patients, and the community results in research that is relevant and more likely to be adopted in practice.

Our SALHN community usually jump at the chance to be involved in research. Even if they do not necessarily benefit directly, they want to ensure that future patients receive the very best care.

Our SALHN clinicians are the key to research success. There are many ways in which they support research; it may be through sharing clinical challenges with researchers, discussing their views about implementing the latest research or assisting with recruitment.



**Associate Professor
Michael Michael**
Flinders Centre for
Innovation in Cancer

Research is vitally important to our patients and community because it provides them with the latest evidence-based therapies, access to cutting edge clinical trials, and most importantly it gives them hope.

Our new 'Wellness and Survivorship' initiative also re-centres our focus on the patient as a PERSON with complex problems and needs, so we strive to provide the care that is most important to them and their families.

At SALHN, we have many cancer research achievements to be proud of.



Jessica Stott
Advanced Research
Coordinator, Aboriginal Health

Health research has a valuable role to play in contributing to improving the health outcomes of Aboriginal and Torres Strait Islander Peoples. Within SALHN, this means understanding the specific priorities of the local community and developing a shared vision of how to promote innovative research that has a positive impact on the emotional, physical and spiritual health and wellbeing of Aboriginal and Torres Strait Islander Peoples across the lifespan.

There have been many critical lessons learned in the way of conducting Aboriginal and Torres Strait Islander research, and there is a growing appreciation across the organisation around what works and what doesn't. Active engagement and involvement of the Aboriginal community in determining what the research priorities should be and the approach to take, building the research capacity of the workforce and developing collaborative partnerships with Indigenous researchers are some critical success factors.



About the Southern Adelaide Local Health Network

Who we care for

At SALHN, we provide **healthcare** for **more than 350,000 people**, mainly living in southern Adelaide. We also care for people from regional South Australia, the Northern Territory and New South Wales.

Our profile

Over 70 years of age group is predicted to grow (up to 2031)

63%

Born overseas primarily in the UK, China or India

28%

Aboriginal or Torres Strait Islander

1.2%

Younger than 14 years old

17%

Older than 65 years old

18%

Our services

We have **six clinical divisions**:

Medicine, Cardiac and Critical Care

Mental Health

Surgery and Perioperative Medicine

Rehabilitation, Aged Care and Palliative Care

Women's and Children's

Allied Health, Intermediate Care Services and Aboriginal Health

Clinical divisions are supported to deliver care by **key network services** such as:

Clinical Governance

Corporate

Corporate Governance and Risk

Finance

Workforce

We also partner with several private providers across multiple sites to deliver **services in the community** and into **people's homes**.



Our core health services include:

Medical surgical, rehabilitation, aged care, palliative care, mental health, allied health, Aboriginal health, and women's and children's services, ranging from acute to primary health services.



Our state-wide services include:

Liver transplant and adult cochlear implant services, eye bank, adult eating disorder service, gambling therapy, veterans' mental health, older persons' mental health, obstetric trauma and Drug and Alcohol Services South Australia. Clinical outreach services provided to the Northern Territory and beyond.



Our affiliated services include:

Flinders Private Hospital, the Metropolitan Referral Unit, the Artificial Limb Scheme, Flinders Reproductive Pty Ltd, and McLaren Vale and Districts War Memorial Hospital.



We are a research and teaching leader:

Providing a clinical environment for medical, nursing and midwifery and allied health research.



Karpa Ngarrattendi Model of Care

Aboriginal and Torres Strait Islander consumers, families/carers will feel respected, valued and have access to high-quality, culturally-safe health care services with a recognition on holistic health care with culture at the centre.





Our Research Roadmap



Our priorities

Strengthening our research voice

Improving visibility, connection and governance of research priorities and performance throughout SALHN.

We will:

- identify research leads and champions across all SALHN Divisions and professional groups
- establish the SALHN Research Council, including our Board, staff, our consumers and key partners
- connect everyone through the Four Fields of Enquiry
- reflect on how health status is influenced by multiple factors.

Engaging our partners across health, academia and industry

Building and shaping our critical partnerships through shared priorities and opportunities.

We will:

- launch a partnerships approach, ensuring alignment with SALHN's Community and Clinician Engagement Strategies
- collaborate with partners through the Four Fields of Enquiry and Research Week
- develop a precinct model for research within Southern Adelaide.

Continually improving our research capability

Developing, attracting, and retaining research excellence.

We will:

- develop clear career pathways for our staff who are or want to be involved in research
- support our early- to mid-career researchers through strong supervision and mentorship
- establish SALHN grants program with the Flinders Foundation
- launch the SALHN Enquiry Seminar Series.

Engaging our consumers

Engaging in the design and evaluation of research, including setting research priorities.

We will:

- develop the SALHN Consumer Engagement in Research Framework, aligned with SALHN's Consumer Engagement Framework
- collaborate with our consumers to 'Listen, Act, Make Better Together' through research.



Establishing an environment that promotes collaboration in research and improvement

Connecting problems with explorers and solutions with implementers.

We will:

- establish space and facilities to connect research and improvement science with our staff, consumers and partners.

Mobilising our research alumni

Recognising and rewarding research excellence, building upon our successes and lessons learned.

We will:

- bring our research alumni together to champion our successes and support our SALHN research community.
- recognise past, present and emerging research excellence at SALHN.

Investing in research data and analytics

Democratising data to empower exploration, discovery and collaboration to improve patients' health.

We will:

- launch a research data, analytics and metrics platform and program that connects key experts within SALHN for innovation
- cultivate partners looking at big data to solving health system challenges.

Optimising our research operations

SALHN Office for Research partnering with and enabling our research community to deliver quality research and care.

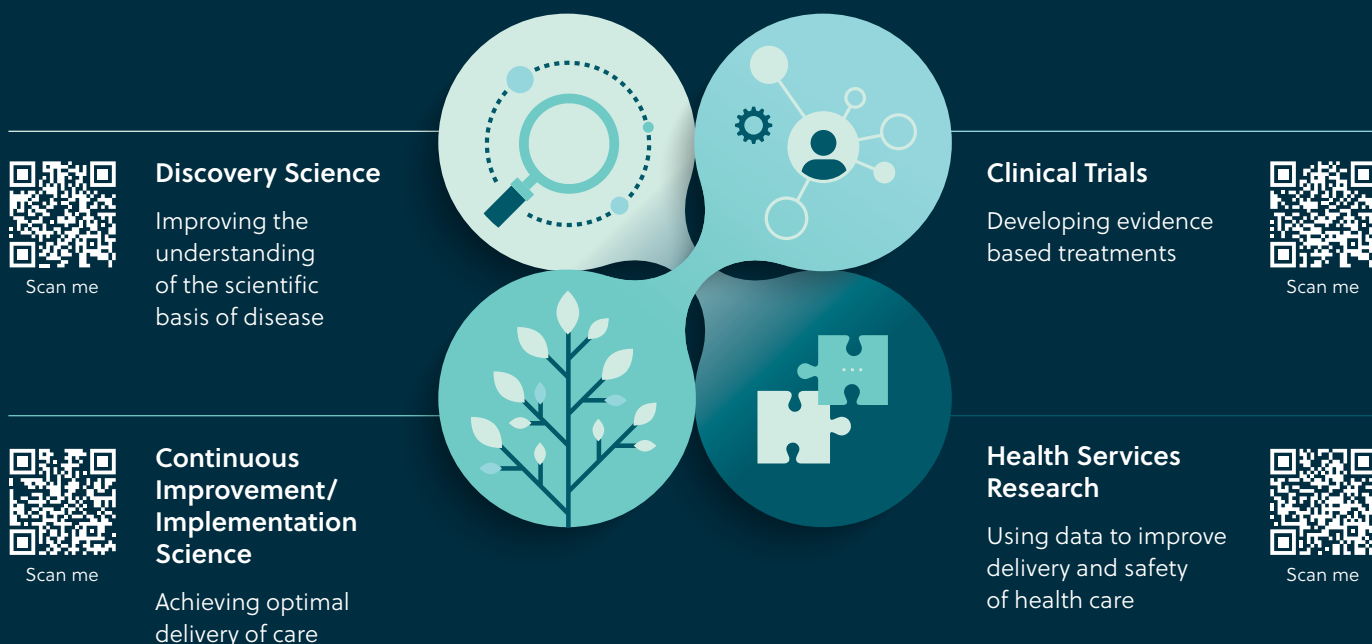
We will:

- continuously review research ethics and governance processes to provide a world-class service to our SALHN research community
- implement and support digital technology to enhance the management of research at SALHN.



Four Fields of Enquiry

The Four Fields of Enquiry (Four Fields) will drive a culture of questioning and capability building in research and continuous improvement at SALHN.



This will result in:

- more effective and efficient care for our patients
- improved teamwork and staff wellbeing through better engagement with our colleagues, teams and the wider organisation
- strengthened connections with our key partners.

Everyone at SALHN will know where they are and where they want to be in the Four Fields.

We will:

- work together with the divisions to identify strengths and opportunities within the Four Fields
- benchmark our current capability and capacity across the Four Fields
- support our people to improve, to question, to innovate across the Four Fields.

"Look for genuinely unsolved questions."

"Link it to something important that patients care about or would improve patient outcomes."

"We won't get growth unless people are passionate and fulfilled."

Professor Jonathan Gleadle

Research Lead, Medicine, Cardiac and Critical Care



"Don't always accept orthodoxy, question existing hierarchy, be disruptive, be creative and set personal goals."

"Research helps with self-improvement, every day you can improve a little bit and research helps in that journey."

"With research you have to socially network, you cannot just sit in your room and do research."



Professor Rob Padbury

Clinical Director, Surgery and Perioperative Medicine

Professor Tarun Bastiampillai
Research Lead, Mental Health



Our researchers
respond to
the **Four Fields**
of Enquiry

"Getting trainees involved in these networks may achieve quicker implementation of new evidence into practice."

"This is a completely different mindset and will lead to a different way people will practice."

Professor David Watson

Research Lead, Surgery and Perioperative Medicine

"Contributes to a better culture of enquiry and improvement."

"Being involved in research drives a workforce that will ultimately deliver better care."



Assoc Professor Tamara Mackean

Researcher, Waljen woman and SALHN Board Member

"Rigorous research to improve health and wellbeing for First Nations peoples means bringing together different ways of thinking and knowing, and interrupting notions of superiority and dominance. When this occurs, research can generate new knowledge about healing and new ways of caring that have the potential to benefit all South Australians."

Research at SALHN

SALHN Office for Research will enable SALHN to be the preferred site to conduct sponsored clinical trials and investigator-initiated research across our clinical services to benefit our consumers.

The SALHN Office for Research was established in 2015 and is responsible for ethical review and research governance. Since 2019, the office has used the SALHN continuous improvement methodology to review and redesign ethical and research governance approval processes within SALHN to reduce red tape, improve timeliness and make it easy to do research. This has led to SALHN being a competitive site for investigator led research and collaborations with clinical trial sponsors, universities and other research organisations.

Key to the Office for Research's success is an open-door approach that promotes easily accessible advice and produces a culture of collaboration. The Office for Research is customer-focused and an enabler of health services research, clinical trials, discovery science, continuous improvement and implementation science.

The Office has developed a network of services at SALHN in conjunction with our academic and industry partners that can assist in achieving grant funding and research success to South Australia and our community.

Simon Windsor

Manager Research Governance and Ethics

"Our goal within the SALHN Office of Research is to provide enquiry services that are world-class. Initiatives such as the staff and student placement program are another stepping stone towards that ambition."



The SALHN Research Office team

L-R Gianfranco Carosi, Research Governance Support Officer; Dominic How, Executive Officer SAC HREC; Dani Eley, Administration Officer; Simon Windsor, Manager Research Governance and Ethics, Karen Saxty Research Governance Officer; Petrina Kasperski, Ethics Officer.

Four Fields of Enquiry

2019-2021 project snapshot

Aboriginal Health	16
Allied Health	102
Corporate services	36
Intermediate Care Services	32
Medicine & Cardiac	362
Mental Health	26
Rehab, Aged Care & Palliative Care	84
Surgery & Perioperative Medicine	241
Women's & Children's	45

SALHN publications in Q1 journals
from 2020-21 (FY) 235

Continuous improvement
program graduates 192

PhD student placements
completed in Office for Research 16

SALHN research partners on register 147

Research project collaborations 757

Consumers and advocacy

Flinders Foundation is proud to support health and medical research and patient care across the Flinders Health Precinct.

A strong connection with the community enables Flinders Foundation to build on the history of the Flinders precinct, which was established to integrate patient care, research and teaching.

Through the co-location of Flinders Medical Centre, Flinders University and Flinders Foundation, research findings can be translated to improve patient care.

Ross Verschoor

Flinders Foundation Executive Director

Finding answers and caring is what drives us and what unifies us across the Flinders Health Precinct. Working together, we can prevent, cure and care.

Flinders has some of the most talented and highly skilled researchers and clinicians nationally and globally, meaning that Flinders is ideally positioned to improve health outcomes for the community and make impacts globally.

The community has a genuine interest in supporting research to improve the care and outcomes for themselves, their friends and family members.

Flinders Foundation is passionate about playing a pivotal role in harnessing community support for the benefit of creating change and a better future for people who will be affected by illness and disease.

Our consumers and

community respond to

the **SALHN Research**

Direction 2021-2024

Lila

My role as a lay member of the SALHN Ethics Committee and Research Council is to read and review research studies from the point of view of participants. Research Studies are assigned to me by the Officers for Research.

Understanding the need to promote, and encourage high-quality research, is ever-present in this Office. The team always welcomes the concerns of the researcher and the reviewer and provides a thorough understanding of the National Statement on Ethical Conduct in Human Research.

Wayne

In March 2020, I had the unfortunate news that I had cancer under the base of my tongue.

It was not news that my partner and I wanted to hear.

Through the Cancer Clinic at Flinders Centre for Innovation in Cancer, I was asked to participate in a trial of a new way to try and prevent or slow down mouth ulcers. Without hesitation, I agreed to do it.

I feel that trials are a very important necessity in helping future patients to either combat or make life easier for them and ease their discomfort while going through treatment.

During my trial and treatment, I was also helped through the process with great staff at the clinic, especially my trial nurse, Monique.

I would highly recommend people help in trials if possible so that medical staff can find new ways to help people.

Partners

Partnerships and collaborations are central to the success of our research at SALHN. Our proximity and relationship with Flinders University provide a wealth of infrastructure and talented individuals and teams to drive health and medical research for our community.

The southern health precinct also offers an opportunity to strengthen our key partners with SA universities, research institutions, other health organisations, non-government sectors, and the community.

We will continue to develop strong and enduring relationships with our research partners.

Key partners

Universities

- Flinders University
- University of Adelaide
- University of South Australia

Research institutes

- Flinders Health and Medical Research Institute
- South Australian Health and Medical Research Institute
- Caring Futures Institute
- Orama Institute for Mental Health and Wellbeing
- Medical Device Research Institute
- Flinders Digital Health Research Centre
- CSIRO
- Health Translation SA

Federal Government

- National Health and Medical Research Council
- Medical Research Future Fund

South Australian Government

- Department for Health and Wellbeing
- Barossa Hills Fleurieu Local Health Network
- Central Adelaide Local Health Network
- Eyre and Far North Local Health Network
- Flinders and Upper North Local Health Network
- Limestone Coast Local Health Network
- Northern Adelaide Local Health Network
- Riverland Mallee Coorong Local Health Network
- Women's and Children's Health Network
- Yorke and Northern Local Health Network
- Centre for Excellence and Innovation in Health
- Office of the Chief Medical Information Officer
- SA Pathology

Non-government organisations

- Aboriginal Health Council SA
- Australian Clinical Trials Alliance
- Australasian Gastro-Intestinal Trials Group
- Australasian Kidney Trials Network
- Australasian Leukaemia and Lymphoma Group
- Australasian Myeloma Research Consortium
- Clinical Oncology Society of Australia
- CT:IQ
- Royal Australasian College of Physicians
- Royal Australasian College of Surgeons

Philanthropic benefactors

- Flinders Foundation
- The Hospital Research Foundation
- Cancer Council SA
- Channel 7

Our consumers and community

- Partnering with Consumers Advisory Group
- Aboriginal and Torres Strait Islander Consumer and Community group

Industry

- CSL
- Merck
- Australasian Gastro-Intestinal Trials Group
- Mundipharma
- Bellberry Limited
- Avance Clinical

For more information

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Health
Southern Adelaide
Local Health Network