



# STARS Education and Research Alliance

CREATING KNOWLEDGE | TRANSFORMING CARE



**Metro North Health**



**Queensland Government**

## Strategic Plan 2021 - 2024

**V1.0 February 2022**

### Our story



**The STARS Research and Education Alliance brings together world-leading researchers, clinicians and educators to create knowledge and embed clinical research that transforms patient outcomes and clinical care.**

This alliance between Metro North Health and The University of Queensland will enrich collaboration between clinicians, researchers and students, working together to put real time research into action and deliver tailored clinical care. As a research-active facility, patients and families can also choose to work hand-in-hand with research teams and clinicians to deliver patient-centric models of care.

Our inclusive and innovative approach will create a better way of working that makes individualised, high quality care the centre of everything we do. Education is critical to this - and together, we're shaping the next generation of clinicians through new models of interprofessional education. We're creating an ever evolving, never static approach to care through new research and education that's driven by the needs of consumers and clinicians, as well as important strategic priorities (at local and national levels).

**And we're ensuring today's research is tomorrow's treatment, delivering exceptional health outcomes now and into the future.**

### Our vision



**Outstanding patient care through the rapid translation of world leading research and the seamless integration of excellent inter-professional education**

- ✓ Translate excellent clinical education and world-leading research into STARS service delivery
- ✓ Drive cutting edge service innovation and technologies (particularly in providing person-centred interprofessional care for patients)
- ✓ Establish STARS as the preferred option for complex rehabilitation patients from across Australia and the Asia-Pacific region
- ✓ Establish STARS as a magnet for attracting leading clinicians, researchers and educationalists from across the globe (both as team members and partners)
- ✓ Empower our passionate workforce to stretch the boundaries as they deliver for the community
- ✓ Expand the impact of STARS beyond the physical building to influence community outcomes

### Our role as an alliance

To **drive and guide** the integration of research, education and clinical practice at STARS



### Our purpose

**Creating knowledge through research, education and collaborative clinical practice to transform patient care.**



### Our strategic opportunities



- ✓ Leverage areas where our combined strengths create a distinct advantage
- ✓ Be the hub of excellence that breaks down barriers to translating research into clinical practice
- ✓ Strengthen our visibility, industry presence and networks (including connections across the Herston precinct)
- ✓ Accelerate our technology and health informatics capability and use it to increase our impact
- ✓ Integrate students into the fabric of STARS and use interprofessional education (for both students and staff) to drive interprofessional practice and more integrated, patient-focussed models of care
- ✓ Be a placement provider of choice for the students and the next generation of our workforce
- ✓ Expand (and actively support) the number of research active clinicians at STARS
- ✓ Align with the research strategies and strategic plans of both Metro North Health and UQ
- ✓ Ensure research and education opportunities are inclusive, including empowering our First Nation's workforce
- ✓ Embed the consumer voice in everything we do

# Strategic Plan v1.0

The alliance is broader than the conjoins - everyone involved with STARS, including our patients, is part of it and has a role to play in making this one of the most successful partnerships and translation facilities in the world.



Focus areas

Objectives

Strategic priorities (3-4 years)

Interim actions (12-18 months)

Measures and indications of success

	Research	Education	Integration	Partnership
	<b>Incorporate world-leading research in daily STARS life</b>	<b>Nurture and grow our integrated workforce of the future</b>	<b>Strengthen our connections and awareness across STARS</b>	<b>Mature and expand our high performance partnership</b>
	<ul style="list-style-type: none"> <li>✓ Build and reinforce a strong reputation in clearly identified priority research areas</li> <li>✓ Establish a culture of clinician researchers, with research-active clinicians at all career stages (early &gt; mid-career &gt; experienced)</li> <li>✓ Encourage and make it easier for clinicians to engage in research</li> <li>✓ Create more opportunities for collaboration between patients, clinicians, educators and students</li> <li>✓ Support patients and students to be more actively involved in research as participants, advisors and co-investigators</li> <li>✓ Develop the STARS research pathways (to foster growth/maturing over a career)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Encourage interprofessional discussions and education as standard practice</li> <li>✓ Become a preferred clinical placement partner of choice for students</li> <li>✓ Develop interprofessional collaborations across all areas of clinical service</li> <li>✓ Deliver outstanding clinical education for STARS staff</li> <li>✓ Create clearly embedded student placement and development opportunities</li> <li>✓ Grow postgraduate, supervisor and clinical education support pools</li> <li>✓ Grow and support HDR students</li> <li>✓ Ensure students are actively contributing to research and its translation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Build the ‘one STARS team’ (that transcends MNH/UQ distinctions)</li> <li>✓ Create communication channels between clinicians, consumers, students and researchers to streamline research solutions for on-the-ground problems</li> <li>✓ Create regular achievement and showcase opportunities for the Alliance</li> </ul>	<ul style="list-style-type: none"> <li>✓ Build a cohesive and collaborative culture of partnership working</li> <li>✓ Celebrate and showcase Alliance successes</li> <li>✓ Expand awareness of the Alliance and its work to wider networks including the Herston precinct</li> <li>✓ Identify, grow and nurture relationships with a range of appropriate partners</li> <li>✓ Streamline processes to reduce unnecessary barriers or duplication to enable partnership working</li> <li>✓ Expand the reach of the alliance into other parts of UQ</li> </ul>
	<ol style="list-style-type: none"> <li>1.1. Confirm the key research areas we want to be known for</li> <li>1.2. Finalise and communicate the agreed principles for STARS investment in research</li> <li>1.3. Develop a tiered research funding model with clear criteria and targets for funding: (1) Flagship research projects; (2) Smaller research projects</li> <li>1.4. Work with consumers to confirm the best ways to engage them in research activities</li> <li>1.5. Improve processes for generating awareness of (and contributions) to funding opportunities</li> <li>1.6. Build better understanding of research opportunities for novice researchers</li> <li>1.7. Introduce and support research internship opportunities (that operates and rotates across different research areas)</li> </ol>	<ol style="list-style-type: none"> <li>2.1. Grow education opportunities for both students and staff</li> <li>2.2. Identify the key factors that will differentiate the STARS student experience</li> <li>2.3. Embed interprofessional working as part of routine practice</li> <li>2.4. Educate clinicians at all levels about how to embed research into their own clinical practice</li> <li>2.5. Foster a culture of constructive interprofessional teamwork (that also enhances the student experience)</li> </ol>	<ol style="list-style-type: none"> <li>3.1. Understand staff perceptions and priorities for the Alliance</li> <li>3.2. Establish a regular rhythm of sharing Alliance activities and successes across the hospital and university</li> <li>3.3. Refine and embed the Critical Appraised Topic (CAT) process</li> <li>3.4. Review KPIs to identify opportunities for better integration (ie. annual process)</li> <li>3.5. Establish the STARS Research Consumer Group to ensure consumers are integrated into the Alliance</li> <li>3.6. Identify options for combined events that bring together Alliance partners</li> <li>3.7. Grow and optimise the conjoint team to represent a broader range of disciplines</li> </ol>	<ol style="list-style-type: none"> <li>4.1. Clarify the guiding principles that underpin and unite the work and approach of the Alliance</li> <li>4.2. Build our ability to tell the story as an Alliance (including our strengths) in a consistent and compelling way</li> <li>4.3. Review and refresh the Alliance governance mechanisms to support the next phase</li> <li>4.4. Identify and promote the Alliance funding strategies</li> <li>4.5. Identify priority partnership opportunities</li> <li>4.6. Increase connections between STARS and the broader UQ network</li> </ol>
	<ul style="list-style-type: none"> <li>✓ Increase in the number of clinicians involved in at least one research activity</li> <li>✓ Clear mechanisms for consumer engagement and contributions to research are established</li> <li>✓ Quality and extent of consumer involvement (PPI)</li> <li>✓ All STARS-based research publications include clinicians and/or consumers as co-authors or advisors</li> <li>✓ STARS is recognised as a leading hospital for translational research</li> <li>✓ 50% senior clinical appointments have higher degrees research qualifications (HDR)</li> <li>✓ Investigator-led research is in progress</li> </ul>	<ul style="list-style-type: none"> <li>✓ STARS is recognised as a leading hospital for interprofessional education and collaborative practice</li> <li>✓ Increase in the number of students who identify STARS as a placement provider of choice</li> <li>✓ All clinical services have a strong team foundation, systems and processes to deliver on interprofessional education</li> <li>✓ Students exhibit a interprofessional approach to practice while on placement following the model of educators and practitioners</li> <li>✓ Increase in number and support for higher degree research students</li> <li>✓ Students see themselves as part of the future workforce and choose STARS after graduation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Staff understand the role and value of the Alliance</li> <li>✓ Every clinician sees themselves as part of the Alliance</li> <li>✓ No distinction is made between UQ or Metro North staff- ‘we’re all in this Alliance’</li> <li>✓ Demonstrated commitment and processes in place for consumer engagement and contributions</li> </ul>	<ul style="list-style-type: none"> <li>✓ Growing network of partners understand and recognise the value of the Alliance</li> <li>✓ Positive senior stakeholder experience of the partnership (measured using likelihood of recommending this kind of partnership)</li> <li>✓ Increase in the positive narrative and feedback from key partners about the Alliance</li> </ul>