



# Research and Innovation Strategy 2025–2030



Research and innovation, improving the future of healthcare today

The *Metro South Health Strategic Plan 2024–2028* identifies Research and Innovation as one of six key transformation principles that will help us achieve our vision of creating **Australia’s healthiest community**. We believe excellence in research and innovation delivers safer, smarter and more effective care.

Being a research driven healthcare service provides our community with early and consistent access to emergent and transformative treatments and technologies. We aspire to be a ‘learning healthcare system’ to ensure we see faster and more visible implementation of research into real-world care. The *Metro South Health Research and*

*Innovation Strategy 2025–2030* has been developed in collaboration with our research community, partners, clinicians, and lived experience advisors. It builds on our existing research excellence and innovative culture to amplify our impact across the health system and beyond.

The strategy is supported by a detailed action plan aligned to strategic horizons guiding delivery and measuring progress over time. We look forward to implementing this exciting vision for Research and Innovation as we shape the future of healthcare together!



Translation and innovation

## We translate for advanced healthcare

- » Invest in translational research that accelerates discoveries and embeds evidence into practice
- » Leverage digital infrastructure and AI to accelerate research impact
- » Champion clinical trials as a key driver of innovation in the health service
- » Advance implementation of new ideas and technologies into health solutions

### What does success look like?

- » Research is translated into better care
- » Digital tools and AI drive faster and more effective research
- » Expanded clinical trial activity accelerates innovation



Partnerships

## We collaborate to solve healthcare challenges

- » Establish research partnerships that drive innovation and are equitable, valuable and sustainable
- » Embed thriving interdisciplinary and creative partnerships in our research ecosystem
- » Partner to link health care, research and industry to fast-track innovation and commercialisation

### What does success look like?

- » Diverse research partnerships deliver value and lasting innovation
- » Interdisciplinary teams collaborate for high-impact research outcomes
- » MSH leads clinical translation at Boggo Road Innovation Junction



Community

## We put community voices at the heart of research

- » Meaningfully engage communities and community advisors in the planning, design and evaluation of research
- » Provide the systems and environment to support consumer involvement in research
- » Align research and innovation with identified local health needs
- » Share research outcomes and impact with our community

### What does success look like?

- » Consumer engagement is embedded in research systems and activity
- » Priority driven research advances health solutions
- » The community is more connected through sharing research outcomes



Health equity

## We support research that is inclusive and accessible

- » Ensure research participation is accessible and inclusive of priority populations
- » Develop and promote pathways for building research capability to drive projects that reduce health inequity
- » Advance health outcomes of Aboriginal and Torres Strait Islander peoples through research and innovation

### What does success look like?

- » Priority populations are actively included in research
- » More Aboriginal and Torres Strait Islander led research in MSH
- » Culturally safe research practices are established and embedded



Research environment and workforce

## We invest for research outcomes

- » Foster and embed a positive, inclusive and high-performing research culture
- » Develop, sustain and recognise the research workforce
- » Build leadership and capability across the research and innovation career path
- » Embed in contemporary research infrastructure and systems

### What does success look like?

- » MSH research workforce is supported, valued and equipped to succeed at every career stage
- » Best-practice research systems and infrastructure support research excellence



### Acknowledgement of Country

Metro South Health recognises and pays respect to the traditional custodians of the land and waters—the Yugambah, Quandamooka, Jaggera, Ugarapul, Turrbal and Mununjali peoples—and to Elders, past and present.



# Research and Innovation Action Plan: Horizon 1 (2025–2028)



## Translation and innovation

- » Expand the MSH Research Support Scheme and the LINC Translational research grants
- » Diversify and grow the MSH Research Translation and Innovation Funding Initiative
- » Build capability in health informatics and data analytics
- » Create an environment, implement processes and provide resources to support research utilising the ieMR
- » Provide education and training to guide and encourage AI in research
- » Harness expertise, develop and coordinate resources to support increased clinical trials
- » Undertake a gap analysis of clinical trials capacity including infrastructure and workforce
- » Implement a Clinical Trials Management System within MSH
- » Embed the National Clinical Trials Governance Framework
- » Increase support for MSH investigator-initiated trials
- » Invest in implementation science training, capability and projects



## Research environment and workforce

- » Communicate research outcomes and impact to our community
- » Recognise, promote and celebrate the MSH research and innovation workforce
- » Increase visibility and communication of all research and innovation across MSH
- » Commence MSH-wide Research Town Halls
- » Publish a MSH Research and Innovation Annual Report
- » Map the MSH research workforce and consider support and development pathways
- » Invest in a MSH clinician researcher fellowships program for protected research time
- » Deliver increased development support and education for early and mid-career researchers
- » Embed research leadership across MSH and develop research goals and KPIs
- » Further develop and ensure best practice research management processes in Ethics and Governance, Data management and Finance



## Partnerships

- » Engage university partners to support MSH in research leadership, training, development, and align funding opportunities
- » Ensure escalating philanthropic support of research and innovation across MSH
- » Reform and simplify internal and cross partner research processes to enable collaboration
- » Incentivise and promote interdisciplinary and cross directorate research in MSH
- » Leverage precinct innovation partnerships for increased access to facilities, resources, funding and commercial opportunities



## Community

- » Establish a consumers in research partnership program
- » Report on consumer and community engagement in research at MSH
- » Develop, engage in and promote activities that empower community and consumer involvement in research
- » Ensure consumer, community and lived experience representation across research governance, operational activities and research delivery



## Health equity

- » Support, promote and report on research that addresses identified MSH local health needs
- » Educate and upskill the MSH research workforce on inclusive practices and cultural safety
- » Promote research methodologies and opportunities to facilitate priority population participation in research
- » Establish and support the MSH Aboriginal and Torres Strait Islander Community Research Jury

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