



**SOUTHERN HEALTH**

**RESEARCH STRATEGIC PLAN 2010-2013**



integrity • compassion • accountability • respect • excellence

*Southern Health*

Better Health for Our Community

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## **MESSAGE FROM THE CHAIR AND THE CHIEF EXECUTIVE**

The Southern Health Research Strategic Plan 2010-2013 builds upon the work of Emeritus Professor David Penington's Research Strategy authored at Southern Health in 2006. It conforms to the framework of the overall Southern Health Strategic Plan 2010-2013.

Southern Health has made significant progress in every goal over the last three years and it is a credit to the energy, commitment and innovation of staff and volunteers that we have achieved so much in the challenging environment of finite resources and increasing demand and costs that every public health service faces.

In fact, Southern Health has excelled in many areas. This is evidenced by our success in the Victorian Public Healthcare Awards in 2007, 2008 and 2009. It is also demonstrated by the numerous awards and national and international recognition earned by staff and the research funding, partnerships and progress in advancing our knowledge and clinical care achieved through our expanding research program.

It was in this context that Southern Health consulted with staff and our partners to define a new three-year plan to continue to expand and enhance our focus upon research in every area of our service. This plan will also assist Southern Health in achieving its stated vision and purpose, and new focus on person centred care.

We look forward to continuing to work with our staff and partners to deliver upon the Southern Health Research Strategic Plan 2010-2013.

## OUR STRATEGIC PLANNING FRAMEWORK

The Southern Health Strategic Plan 2010-2013 provides the strategic direction for Southern Health over the three year period from 1 July 2010 to 30 June 2013.

The Strategic Plan drives the activities and priorities of the organisation at all levels. The goals and objectives translate directly into strategic priorities in the annual Statement of Priorities agreed between the Chair of the Board of Directors of Southern Health and the Minister for Health.

Our Annual Business Plan demonstrates our progress through specific initiatives, milestones and measurable outcomes against each of the objectives in the Strategic Plan.

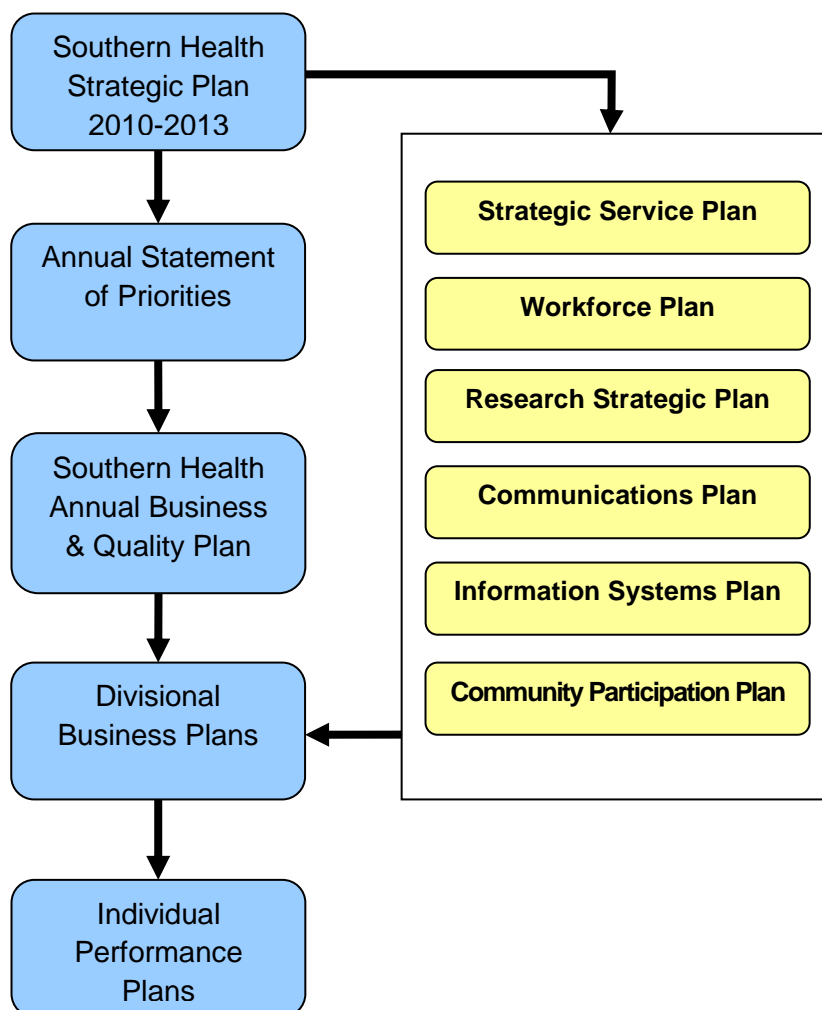
### RESEARCH STRATEGIC PLAN

The Southern Health Research Strategic Plan demonstrates how our research activities will contribute to Southern Health achieving our vision, purpose and strategic goals over the three year period.

Against each of the strategic goals, objectives for research at Southern Health have been identified. Some of these objectives are taken from the Southern Health Strategic Plan 2010-2013, while others have been specifically developed for the Southern Health Research Strategic Plan. Some of the objectives are described in further detail to ensure all who read the plan, understand the intention of the objectives. Other objectives are self-explanatory and no further detail is provided.

The Southern Health Executive Management Team are accountable to the Board of Directors of Southern Health for demonstrating progress in achieving our research strategic goals and objectives. **An annual action plan** will be developed that details the initiatives and actions that will be undertaken each financial year to achieve the research vision for Southern Health.

The remaining sections of the Plan present the Research Strategic Plan for Southern Health 2010-2013. The Research Action Plan 2010 – 2011 details the initiatives to be undertaken to implement the Research Strategic Plan in its first year and is contained in Appendix 1.



**The Southern Health Strategic Planning Framework**

## OUR 2010-2013 STRATEGIC PLAN – OVERVIEW

It is important that, as an organisation, we retain strategic intent and clear direction over time. For that reason, our research plan aligns with the overall Southern Health Strategic Plan 2010-2013.

### VISION

*Better health in our community.*

### PURPOSE

To plan and deliver quality, person-centred health care and services, education and research that meets the needs of our community.

### OUR VALUES

We remain firmly committed to our *icare* values of:

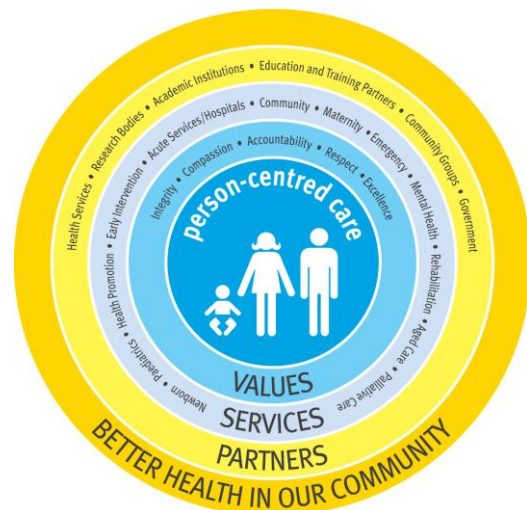
- *Integrity*
- *Compassion*
- *Accountability*
- *Respect*
- *Excellence*

### STRATEGIC GOALS

1. Safe and effective person-centred care
2. Responsive and accessible services
3. Collaboration and engagement
4. Financial accountability
5. Workforce, innovation and knowledge

### PERSON-CENTRED CARE

is an approach to treatment and care that consciously adopts the person's perspective around such dimensions as respect for the person's values, preferences, expressed needs, beliefs and cultural needs, family situation and lifestyle. It makes the person and their family/carer an integral part of the care team who collaborate with health care professionals in decision making around their care.



### THE VISION FOR RESEARCH AT SOUTHERN HEALTH

The vision for research at Southern Health is “To be a health service that integrates excellence in clinical services, education and research. Southern Health will provide a supportive and dynamic environment for health care professionals to conduct world-class clinical and translational research that drives improved clinical practice.”

Southern Health is served by an exceptional collection of nationally and internationally recognised research institutes, tertiary education institutions, and some of Australia's leading research organisations including the Australian Synchrotron, Monash on-campus centres, CSIRO and emerging biotechnology entities in close proximity in the South-East of Victoria. This constellation of organisations provides a unique environment and infrastructure for clinicians to flourish in pursuing collaborative clinical research opportunities and will assist in attracting and retaining outstanding clinical research staff and students.

Southern Health's partnership with the Monash health research precinct comprising leading tertiary institutions Prince Henry's Institute, Monash Institute of Medical Research, Monash University, and links with state-of-the art research platforms including the Victorian Cancer Biobank and BioGrid Australia enables the delivery of innovative optimal health care.

Research is integral to Southern Health achieving its vision of "better health in our community" and in particular to improve our care and the outcomes for our patients and clients. Southern Health offers unique opportunities to advance care through clinical and scientific research across the full spectrum of health care.

Southern Health's commitment to strong medical, clinical and translational research development is underpinned by an emphasis on collaboration with our university partners, our focus on providing support of our researchers and the development of a research culture as an integral part of clinical practice across all disciplines – medicine, nursing, science, and allied health.

## **STRATEGIC PROGRESS 2007-2010**

Emeritus Professor David Penington developed a research strategy for Southern Health in 2006. Highlights of achievements of our Research Strategy 2006 include:

### *Safe and Effective Care*

- Created and appointed six new positions including Director of Research Strategy, Director of Research Services, Project Officer, Research Governance Officer and Administration and Communications Officer to assist in the oversight and administration of all research activities.
- Developed and implemented a Research Governance Framework.

### *Appropriate Services and Configuration*

- Established a Research Directorate to support the functioning of the Human Research Ethics Committees and Research Support Unit.
- Established and appointed members to a Research Advisory Council with representation from our key research partners.
- Awarded Outstanding Achievements for the Research Standard during accreditation by the Australian Council of Healthcare Standards in four categories of Corporate, Mental Health, Continuing Care and Clinical.

### *Accessible Services*

- Awarded accreditation for our Human Research Ethics Committees for the Victorian state-wide Streamlined Ethical Review Process by the Consultative Council on Human Research Ethics.
- Awarded Certification for our Human Research Ethics Committees for Institutional Ethical Review Processes for Multi-Centre Research by the National Health and Medical Research Council.

### *Collaboration and Engagement*

- Published the inaugural and second editions of the Southern Health Research Report.
- Conducted successful Annual Research Week's showcasing achievements of Southern Health researchers and partners in 2007, 2008, 2009 and 2010.

### *Financial Accountability*

- Awarded \$71 million from the Commonwealth Health and Hospitals Fund for the establishment of the Monash Health Translation Precinct.
- Received over \$15 million in research funding between 2007-10 from corporate, government and non-governmental organisations.

### *Developing our people, knowledge and skills*

- Invested \$180,000 in emerging researcher fellowships.
- Created and appointed several new Professor/Directors roles.

## **STRATEGIC GOAL 1: SAFE AND EFFECTIVE PERSON-CENTRED CARE**

Planning and delivering person-centred care is part of the stated purpose of Southern Health. This means that it is a part of every strategic goal. However, it is against this first goal that we will demonstrate both our commitment and our achievements towards fulfilling this purpose.

### **OBJECTIVES**

#### **1.1. Foster a culture of interdisciplinary research translation to optimise person-centred care**

We will build on the present base of translational research at Southern Health and encourage all staff to consider and explore research opportunities to enhance person-centred care at Southern Health. Ensuring a interdisciplinary approach to research and to person-centred care.

#### **1.2. Increase clinical trial activity, to increase patient access to improved treatments**

Over the next three years, Southern Health will strive to:

- Increase the number of clinical trials by 5%
- Increase patient participation in clinical trials by 10%.

#### **1.3. Encourage staff to undertake research that ensures all care delivery is evidence based**

Develop the framework, systems and processes that will enable staff to undertake research that ensures all care delivery is evidence based. Continue to encourage and empower staff to evaluate their care delivery, projects and program of work.

1.3.1 Southern Health will increase all competitively funded research activities.

#### **1.4. Enhance our research governance and ethics processes**

It is important that we continue to review and improve our governance and ethics processes to ensure that Southern Health is in alignment with national and international best practice in this area.

## **STRATEGIC GOAL 2: RESPONSIVE AND ACCESSIBLE SERVICES**

This goal recognises that our services will respond to the needs of our community, as well as anticipating those needs by planning for the future. It also recognises that it is not enough to have the right services, they also have to be in the right place, delivered in a timely way, and accessible in ways that reflect the diversity of our community. Consultation with our community plays an important role in improving our health service.

### **OBJECTIVES**

#### **2.1 Work with Government, academic and health service partners to build research networks and systems that enhance health care through the translation of research into patient care.**

#### **2.2 Work with government and other partners to grow, sustain and reconfigure our services and facilities to meet community and facility improvement needs, including:**

- 2.2.1 Continue to work towards a dedicated Monash Health Translation Precinct facility at Monash Medical Centre Clayton
- 2.2.2 Ensure research is considered within all Southern Health service and facility planning

### 2.3 Further develop Southern Health research themes.

## **STRATEGIC GOAL 3: COLLABORATION AND ENGAGEMENT**

This goal recognises that, in striving for excellence, Southern Health depends on building strong partnerships, both within our organisation and with our external stakeholders. It is important for us to work proactively to facilitate participation by our community and other external partners.

### **OBJECTIVES**

- 3.1. Collaborate with our academic and research partners on the development of academic partnerships with a focus on clinical translational research.
- 3.2. Work with government and other partners to progress the development of translational research capacity.
- 3.3. Build on existing relationships within the Southern Metropolitan Integrated Cancer Service to establish a virtual translational cancer research institute.

## **STRATEGIC GOAL 4: FINANCIAL ACCOUNTABILITY**

In a challenging economic environment where demand pressures continue to grow and health care costs continue to rise, the goal of financial accountability and sustainability remains a core part of our strategic direction. The single objective under this goal signifies the importance of developing a strategy that enables the sustainability and growth of research activities at Southern Health.

### **OBJECTIVES**

- 4.1. Develop and implement financial strategies to ensure the ongoing financial viability, sustainability and growth of research activities at Southern Health.

## **STRATEGIC GOAL 5: WORKFORCE, INNOVATION AND KNOWLEDGE**

This goal reflects an ongoing commitment to build and strengthen the organisational culture of Southern Health. It is a commitment to develop our people and knowledge base; foster innovation and research; and provide a workplace that is safe, supporting and challenging and where our *icare* values underpin all we do. Our challenges will be to have a workforce (including our volunteers) that can meet our changing service needs and delivery modes and ensure that innovation and knowledge is captured and shared across the organisation.

## **OBJECTIVES**

- 5.1. Provide staff at all levels with the capacity and capability to undertake and share research and educational development relevant to their role and the broader role of Southern Health.**
- 5.2. Develop clinical research leadership capability within and across Southern Health.**
- 5.3. Implement strategies which facilitate the development and transfer of knowledge and skills.**

## **SOUTHERN HEALTH SERVICES – AN OVERVIEW**

Southern Health provides our community with access to uniquely integrated community and hospital based services across the entire lifespan focusing on improving their health through:

- prevention
- early intervention
- community-based treatment and rehabilitation
- highly specialised surgical and medical diagnosis, treatment and monitoring services
- hospital and community based mental health services
- comprehensive aged care programs
- aged residential services
- palliative care

**Monash Medical Centre -Clayton** is a 640 bed teaching and research hospital of international standing providing a comprehensive range of specialist surgical, medical, allied health and mental health services to our community. It is designated a national provider of renal and pancreatic transplants, and statewide provider of Thalassemia and children's cancer services. It is also the base for MonashHEART, a centre of excellence in cardiac assessment, treatment and research; and Monash Children's, the third largest provider of paediatric services in Australia. Offering integrated maternity and newborn services on the one site, Monash Medical Centre – Clayton provides one of Victoria's largest women's health services. It is also renowned for men's health services.

McCulloch House located on-site is a 16 bed facility providing palliative care for people within our catchment area with advanced progressive disease.

**Monash Medical Centre -Moorabbin** is the home of the Monash Cancer Centre and one of Victoria's leading cancer treatment centres, providing a range of clinical oncology services. The hospital hosts the Southern Melbourne Integrated Cancer Service and offers radiotherapy in partnership with the Peter MacCallum Cancer Centre. It is also a centre for research, being in particular a major contributor to cancer-related research. The 147 bed hospital also offers elective surgery, short-stay care and dialysis. Home to Victoria's first Patient Simulation Centre, the hospital plays a major role in the education and training of undergraduate and postgraduate medical students, nurses and allied health professionals.

**Dandenong Hospital** is a 520 bed acute hospital providing a wide range of health services to the people living and working in Dandenong and surrounding areas. Services include general medical and surgical care including orthopaedic services, an intensive care unit, emergency department, rehabilitation and aged services, pathology, radiology, day oncology, maternity unit, special care nursery, Monash Children's services, mental health services and allied health services. The hospital is also central to our role as a State leader in addressing refugee health needs.

**Casey Hospital** is a 229 bed hospital serving one of the fastest growing areas in Melbourne's outer east. Services include an emergency department, general medical, mental health, rehabilitation, surgical and ambulatory care services, maternity and a special care nursery. The hospital is a provider of paediatric services for Monash Children's.

**Cranbourne Integrated Care Centre** provides a range of same-day acute and sub-acute services including surgery, renal dialysis, specialist consulting services, regional ophthalmology services and mental health services. It also provides the local community with access to community health services and a community rehabilitation centre.

**Kingston Centre** is a 302 bed facility specialising in high quality rehabilitation, function restoration, aged care and aged mental health. Its highly regarded rehabilitation program focuses on restoring function after illness or injury with the full range of allied health services provided to adults of all ages. The centre provides specialist services for older people including Aged Care Assessment, cognitive dementia and memory services. It also offers a Falls and Balance Clinic, Pain Clinic, Clinical Gait Analysis, and continence service. It is at the forefront of research into movement and gait disorders, aged mental health and geriatric medicine and has a leading role in providing care for sufferers of Parkinson's Disease.

**Cardinia Casey Community Health Service** is committed to programs which enhance illness prevention, early intervention and wellness within a social view of health. Its strategies address local, state and national health promotion priorities and are delivered across the five locations of Berwick, Cockatoo, Cranbourne, Doveton and Pakenham.

**Greater Dandenong Community Health Service** collaborates with individuals, communities and organisations to enhance the health independence and wellbeing of our most vulnerable community members, with a particular focus on ensuring access for those with or at risk of poorest health status and those most in need. Programs seek to enhance illness prevention, provide early intervention and improve general wellness and are delivered across three locations – two in Dandenong and one in Springvale.

**Mental Health Services** are our hospital and community based facilities providing a comprehensive range of services for children and adults experiencing mental health issues.

Services include:

- the South East Alcohol and Drug Service;
- a telephone psychiatric triage service;
- crisis assessment and treatment teams, and enhanced crisis assessment and treatment teams;
- consultation liaison psychiatry, primary mental health teams, and continuing care and consultancy teams;
- mobile support and treatment services;
- acute inpatient care;
- extended secure care unit;
- mothers and babies unit;
- eating disorders unit;
- prevention and recovery care services; and
- community residential and rehabilitation services.

**Community Rehabilitation Services** include Community Health Centre-based community rehabilitation as well as the Rehabilitation in the Home program (RITH).

**Aged Residential Care** is provided at Allambee Nursing Home and AG Eastwood Hostel at the Kingston Centre (Cheltenham); Chestnut Gardens Aged Care (Doveton); Yarraman Nursing Home (Noble Park) and Mooraleigh Hostel (East Bentleigh).

## Appendix 1: Research Action Plan 2010-2011

### GOAL 1 – SAFE AND EFFECTIVE PERSON-CENTRED CARE

Planning and delivering person-centred care is part of the stated purpose of Southern Health. This means that it is a part of every strategic goal. However, it is against this first goal that we will demonstrate both our commitment and our achievements towards fulfilling this purpose.

Objectives		Portfolio Initiatives	Position Responsible	Resources	Our success will be demonstrated by:	Timeframe
No.	Summary					
1.1	Foster a culture of interdisciplinary research translation to optimise person-centred care	Raise awareness of person-centred research in collaboration with Person-Centred Care Steering Committee by conduct of a seminar and workshop	Director of Research Services	Person-Centred Care Steering Committee	Conduct of a seminar/workshop	Quarter 3 Quarter 4
1.2	Increase clinical trial activity, to increase patient access to improved treatments	Collaborate with Jessie McPherson Private Hospital to seek additional clinical trial beds for the conduct of early phase 1/11 clinical trials.	Director of Research Services	Manager of Jessie McPherson Private Hospital	Increase clinical trials activity at Jessie McPherson Private Hospital	Quarter 4
1.3	Encourage staff to undertake research that ensures all care delivery is evidence based	Host a joint workshop with the Centre for Clinical Effectiveness to promote resources to assist with scientific literature reviews	Director of Research Services	Centre for Clinical Effectiveness	Conduct of a joint workshop	Quarter 3
	1.3.1 Southern Health will increase all competitively funded research activities	Promote grants that are available for research	Director of Research Services	All Clinical Executive	Increase competitively funded research activities	Quarter 4
		Ensure that all relevant funding opportunities and other information is up-to-date and available on the Research Directorate website at all times.				
Document the current level of competitively funded research activities underway at Southern Health						
1.4	Enhance our research governance and ethics processes	Develop templates from the Research Governance Toolkit for Victorian Public Hospitals and VMIA Insured Medical Research Institutes (2009, Victorian Managed Insurance Authority) and operational policies pursuant to the Australian Code for the Responsible Conduct of Research (2007, NHMRC and ARC).	Director of Research Services	Research Advisory Council Chairs of Human Research Ethics Committees	100% of templates contained in the Research Governance Toolkit and operational policies have been developed in accordance with the Policy and Procedure Framework and are available online	Quarter 2

## GOAL 2 – RESPONSIVE AND ACCESSIBLE SERVICES

This goal recognises that our services will respond to the needs of our community, as well as anticipating those needs by planning for the future. It also recognises that it is not enough to have the right services, they also have to be in the right place, delivered in a timely way, and accessible in ways that reflect the diversity of our community. Consultation with our community plays an important role in improving our health service.

Objectives		Portfolio Initiatives	Position Responsible	Resources	Our success will be demonstrated by:	Timeframe
No.	Summary					
2.1	Work with Government, academic and health service partners to build research networks and systems that enhance health care through the translation of research into patient care.	<p>Ensure current Southern Health representatives for research network activities are appropriate and represent Southern Health perspectives</p> <p>Hold an annual forum with all Southern Health representatives on research networks to ensure consistency in views of representatives and also to encourage knowledge and information sharing</p>	Director of Research Strategy	<p>Monash University</p> <p>Monash Institute of Medical Research</p> <p>Prince Henry's Institute</p>	Identify Southern Health representatives on research networks and ensure appropriate representation of Southern Health perspectives	Quarter 4
2.2	<p>Work with government and other partners to grow, sustain and reconfigure our services and facilities to meet community and facility improvement needs, including:</p> <p>2.2.1 Continue to work towards a dedicated Monash Health Translation Precinct facility at Monash Medical Centre Clayton</p>	Southern Health will be appropriately represented at all meetings with the relating to the Monash Health Translation Precinct (MHTP) and will actively participate in all meetings	Director of Research Strategy	<p>Monash University</p> <p>Monash Institute of Medical Research</p> <p>Prince Henry's Institute</p> <p>Department of Innovation, Infrastructure, Regional Development</p>	100% attendance or fulfillment of absence procedures.	Quarterly
	2.2.2 Ensure research is considered within all Southern Health service and facility planning	The Research Directorate, Strategy Planning Unit and Capital Planning Unit will collaborate around the research component of all service plans and capital plans and ensure review prior to submission to the Executive Management Team.	Director of Research Services	Strategy Planning Unit	100% attendance review of all service plans by the Research Directorate.	Quarterly
2.3	Further develop Southern Health research themes	Review, discuss and agree the research themes with all key stakeholders	Director of Research Strategy	Strategy Planning Unit	Agreement on the research themes by stakeholders.	Q1, Q2,

### GOAL 3 – COLLABORATION AND ENGAGEMENT

This goal recognises that, in striving for excellence, Southern Health depends on building strong partnerships, both within our organisation and with our external stakeholders. It is important for us to work proactively to facilitate participation by our community and other external partners.

Objectives		Portfolio Initiatives	Position Responsible	Resources	Our success will be demonstrated by:	Timeframe
No.	Summary					
3.1	Collaborate with our academic and research partners on the development of academic partnerships with a focus on clinical translational research.	Support the Identification of joint clinical-academic appointments with MHTP partners and La Trobe, Melbourne and Deakin Universities to promote clinical translational research programs.	Director of Research Services	Monash University Monash Institute of Medical Research Prince Henry's Institute Deakin University La Trobe University Melbourne University	Creation of new joint clinical-academic appointments eg Professor/Directors, Clinical Associate Professors and Chairs.	Quarter 4
3.2	Work with government and other partners to progress the development of translational research capacity	Raise the Southern Health and Monash Health Translation Precinct partners profile with State and Commonwealth governments through the development and implementation of a communications and marketing plan	Director of Research Strategy	Monash Health Translation Precinct Communications Working Group	Communications and marketing plan developed and implementation commenced	Quarter 3
3.3	Build on existing relationships within the Southern Metropolitan Integrated Cancer Service to establish a virtual translational cancer research institute	Active participation in the Monash Collaborative Cancer Centre	Chief Operating Officer	All Executives	80% attendance at Monash Collaborative Cancer Centre meetings and reports provided to EMT	Quarterly
		Actively participate in Southern Metropolitan Integrated Cancer Service Executive and Management processes	Chief Executive	Medical Services and Quality	80% attendance at Southern Metropolitan Integrated Cancer Services meetings and reports provided to EMT	Quarterly

## GOAL 4 – FINANCIAL ACCOUNTABILITY

In a challenging economic environment where demand pressures continue to grow and health care costs continue to rise, the goal of financial accountability remains a core part of our strategic direction.

Objectives		Portfolio Initiatives	Position Responsible	Resources	Our success will be demonstrated by:	Timeframe
No.	Summary					
4.1	Develop and implement financial strategies to ensure the ongoing financial viability, sustainability and growth of research activities at Southern Health	Support the allocation of Clinical Support Time for research and research administration roles.	Director of Research Services	Medical Support Unit	Funding of research and research administration roles	Quarterly
		Support targeted fundraising for research that enables person-centred care	Director of Research Services	Human Resources	Collaboration with Fundraising Unit	Quarterly

## GOAL 5 – WORKFORCE, INNOVATION AND KNOWLEDGE

This goal reflects an ongoing commitment to build and strengthen the organisational culture of Southern Health. It is a commitment to develop our people and knowledge base; foster innovation and research; and provide a workplace that is safe, supporting and challenging and where our *icare* values underpin all we do. Our challenges will be to have a workforce (including our volunteers) that can meet our changing service needs and delivery modes and ensure that innovation and knowledge is captured and shared across the organisation.

Objectives		Portfolio Initiatives	Position Responsible	Resources	Our success will be demonstrated by:	Timeframe
No.	Summary					
5.1	Provide staff at all levels with the capacity and capability to undertake and share research and educational development relevant to their role and the broader role of Southern Health	Continue to provide Emerging Researchers' Program that awards three fellowships valued at \$30,000 on an annual basis to early career fellowships.	Chief Executive	Research Directorate	Award of three fellowships on an annual basis and all conditions of grant of Emerging Researcher Fellowships are met by recipients.	Quarter 3 Quarter 4
		Promote training and educational opportunities in good clinical research practice and research governance	Director of Research Services	Monash University Nucleus Network Melbourne University	Up-to- date and accurate Research Directorate website of educational and training available on the website at all times.	Quarterly
5.2	Develop clinical research leadership capability within and across Southern Health	Host research seminar series that will include a research leadership forum	Director of Research Services	Monash Health Translation Precinct Partners	Conduct of research leadership seminar series	Quarterly
5.3	Implement strategies which facilitate the development and transfer of knowledge and skills	Implement a series of "Manager Forums" to ensure currency of knowledge with respect to key research management processes	Human Resources	All Executive	Prepare and pilot forum	Quarter 2
					Embed as a requirement of ongoing manager upskilling	Quarter 4