Rosemary Bryant AO Research Centre

Strategic Plan
2018-2022

University of South Australia

Australian Nursing and
Midwifery Federation
(SA Branch)

The Rosemary Bryant AO Research Centre (the Centre) is a partnership between the Australian Nursing and Midwifery Federation (SA Branch) and the University of South Australia's School of Nursing and Midwifery. The Centre aims to strengthen the role of the nursing and midwifery professions across the health system through the development of a research-driven, evidence-based platform of healthcare. To achieve this, the Centre has developed a comprehensive research program focused on advancing the nursing and midwifery disciplines, and patient care in the domains of population and public health, workforce reform, safety and quality, clinical practice, patient outcomes, and integration into education.

Contents

Acknowledgement of Country

We acknowledge the Traditional Custodians of the lands on which we work and live, and recognise their continuing connection to land, water and community. We pay our respects to Elders past, present and emerging. To learn more about our commitment to reconciliation, please visit:

ANMF anmf.org.au/pages/reconciliation-action-plan
UniSA unisa.edu.au/RAP

Dr Rosemary Bryant AO
Rosemary Bryant AO Research Centre – Chair

Welcome

I am pleased to present the first strategic plan of the *Rosemary Bryant AO Research Centre*. The Centre will be a flagship for translational research and has been established by its Foundation Partners — the Australian Nursing and Midwifery Federation (SA Branch) and the University of South Australia' School of Nursing and Midwifery — to provide a focal point for industry, government and non-government organisations wanting to engage in high quality, high impact nursing research.

The *Rosemary Bryant AO Research Centre* will contribute greatly to the advancement of nursing and midwifery research at local, national and internationally levels. The research will foster new knowledge and strengthen our health system, and create momentum and excitement about contemporary translational health research to inform policy and practice, and ultimately, have an impact on the health and wellbeing of communities and society.

Foundation partners

Australian Nursing and Midwifery Federation (SA Branch)

With you at work and in practice

ANMF (SA Branch) is South Australia's largest professional and industrial organisation representing nurses, midwives and personal care assistants across South Australia.

They have been the leading voice for nurses, midwives and personal care assistants for over a century, working together to negotiate positive outcomes for their members at local, state and federal levels. They promote and encourage community engagement on the many issues that affect our professions.

The ANMF's (SA Branch) commitment to the healthcare sector also extends to professional development, providing face-to-face and online courses to thousands of their members annually. They own and operate the Australian Nursing and Midwifery Education Centre (ANMEC), which educates hundreds of students in Certificate and Diploma qualifications in nursing every year.

ANMF (SA Branch) members are from all classifications, sectors and career stages and enjoy a vast range of benefits, savings and resources, including professional indemnity insurance, legal and industrial advice and representation and free online continuing professional development tutorials.

The ANMF (SA Branch) is resolute in its commitment to a brighter future for the nursing and midwifery professions and the community as a whole.

University of South Australia

The University of South Australia (UniSA) is Australia's University of Enterprise. UniSA's culture of innovation is anchored around global and national links to academic, research and industry partners. UniSA is ranked in the top 50 universities under 50 years worldwide.

UniSA's research is inventive and adventurous and they create new knowledge that is central to global economic and social prosperity. UniSA's research themes contribute to a research environment that is vibrant, responsive and outward-facing. The themes link our research strengths and address local and global socioeconomic needs. UniSA is committed to developing a workforce that is diverse and in which talented people thrive. UniSA continually seeks ideas and learning from other creative organisations that we can build on to attract and develop highly motivated and creative people who together foster a culture of enterprise.

Each year UniSA's *School of Nursing and Midwifery* graduates around 700 undergraduate and postgraduate nurses and midwives; around six per cent of all nursing graduates nationally. UniSA's *School of Nursing and Midwifery* has a strong commitment to excellence in teaching, research and learning, and a reputation of preparing exceptional, qualified professional nurses and midwives to meet the health needs of individuals and communities. The School of Nursing and Midwifery demonstrates research leadership across a range of areas and is committed to translating research outputs into meaningful healthcare improvements in partnership with industry and other collaborators.

Acknowledgements

Establishing a new Research Centre requires a significant amount of time, energy and commitment. Our foundation partners, the Australian Nursing and Midwifery Federation (SA Branch) and the University of South Australia's School of Nursing and Midwifery arrived at this point as a result of their long-established relationship, mutual respect for each other, and complementary commitments to advance the nursing and midwifery professions.

The *Rosemary Bryant AO Research Centre* would like to take this opportunity to acknowledge the hard work and commitment of its foundation partners, in particular those individuals who have been involved in the Centre's inception and development as well as those who have contributed their time to produce this strategic plan.

Finally, the *Rosemary Bryant AO Research Centre* would like to thank everyone who has contributed their insight and expertise to identify the challenges, opportunities and potential future of our professions that inform this strategic plan.

Foreword

No other professions have as significant a role to play in providing holistic, integrated, person-centred care as nursing and midwifery.

The nursing and midwifery professions face many challenges: an ageing population with an increased incidence and prevalence of comorbidities; an ageing workforce with predicted staff shortages; workload, job satisfaction, and morale issues; rapidly evolving technology to integrate with evidence-based care; skill mismatches; and the changing roles and scope of practice of nurses and midwives as they deliver healthcare across many sectors.

These are coupled with the political, yet justified and necessary challenges of equity and access: providing the best available care to the community in a cost effective and sustainable manner, during a period of increasingly scant health resources. This includes culturally appropriate and safe care for Aboriginal and Torres Strait Islander people and people from culturally diverse backgrounds; more vulnerable members of the community; and those who face other barriers like language, distance, financial constraints or social isolation.

We must base our decision-making on robust evidence developed through rigorous, high-quality research, in order to address these challenges and guide our clinical practice and policy decisions. Research-driven healthcare is vital — not only in clinical practice but also in policy, management and, critically, systems development and funding. Translational research — research that is conducted and implemented in real world settings — will be central to achieving this goal.

The *Rosemary Bryant AO Research Centre* was established with these drivers in mind. The *Rosemary Bryant AO Research Centre* is the first of its kind in South Australia and is the product of an innovative partnership between the ANMF (SA Branch) and the University of South Australia's School of Nursing and Midwifery, allowing the Centre to capitalise on the strengths and resources of both parties.

We are honoured that the Centre is named after Dr Rosemary Bryant AO. It was the original intention for the Centre to have name recognition within the health, nursing and midwifery sectors at state, national and international levels.

Dr Bryant has been a nursing leader at the state level in South Australia and Victoria and at a national level as the inaugural Chief Nursing and Midwifery Officer in the Commonwealth Department of Health. Dr Bryant has also driven the nursing and midwifery agenda on the international stage, as a Board member and President of the International Council of Nurses. In each of these roles, Dr Bryant has steadfastly championed nursing and midwifery.

Dr Bryant's name has long been associated with leadership and excellence in nursing. Now, it will also be synonymous with ground-breaking research that leads to improvements in nursing and midwifery.

So along with a location and a name, the Centre must also identify its unique contribution to the nursing and midwifery professions. With this in mind, it is an honour to endorse the production of this important document, the first *Rosemary Bryant AO Research Centre Strategic Plan*. This is a significant event for the nursing and midwifery professions and ultimately for individuals and communities in Australia and across the world.

This document highlights important areas for us to focus our collective research attention and resources. It is also designed to build upon the strong foundations of nursing and midwifery research that has informed contemporary, evidence-based practice and policy, and complement other national and international research efforts for the health and benefit of the community. The Centre is striving to build on this work and increase our knowledge of nursing and midwifery science.

Ultimately, the Centre was established because we see that the optimal care of individuals and communities is possible if all stakeholders are working together – the nursing and midwifery professions are critical to achieving this vision.

Professor Carol Grech
Head of Nursing and Midwifery School, University of South Australia

Adjunct Assoc Professor Elizabeth Dabars AM
CEO/Secretary, Australian Nursing and Midwifery (SA Branch)

The Rosemary Bryant AO Research Centre

The *Rosemary Bryant AO Research Centre* is a demonstration of two significant organisations in South Australia – the Australian Nursing and Midwifery Federation (SA Branch) and the University of South Australia's School of Nursing and Midwifery – partnering to address the challenges that nursing and midwifery face nationally and internationally as modern and continually evolving professions.

The Centre is a first for South Australia and is strategically placed to develop strong national and international interdisciplinary partnerships and maximise the impact of its research in a variety of healthcare settings.

Up-to-date evidence in healthcare is vital, not only for clinical practice but in policy, management, and systems development and commissioning. The Centre will play a key role in ensuring Australia has the evidence it needs to make informed healthcare decisions.

The Centre will focus on research to advance the nursing and midwifery professions in the areas of population and public health, workforce planning and reform, safety and quality, clinical practice, patient outcomes, and education and professional development. We will inform strategies for:

· extending the capacity and capabilities of nurses and midwives to build a resilient, sustainable and collaborative workforce

· health system planning and resourcing

· clinical care and outcomes.

The Centre will pave the way for the translation of new research discoveries to better equip nurses, midwives and the broader healthcare system to provide optimal care for the community.

Vision, mission and values of the Centre

Vision

A translational nursing and midwifery research centre that is facilitating the optimal health and welfare of society.

Mission

To lead high impact nursing and midwifery research and apply evidence into practice across the healthcare system for the benefit of communities and society.

Values

Humanity

The Centre will build and promote the qualities that reflect the societal benefits of nursing and midwifery, and the difference that nurses and midwives can make to the community's health and welfare.

Connectedness

The Centre will develop and sustain entrepreneurial, cross-disciplinary relationships to bring the health sector and other sectors together. This will support the translation of research into nursing and midwifery practice and help us navigate a better future for the community.

Global

The Centre will establish a global network of research partners that fosters creativity, innovation and excellence in order to address some of healthcare's great challenges locally, nationally and internationally.

The Rosemary Bryant AO Research Centre Strategic Plan 2018—2022

The *Rosemary Bryant AO Research Centre* has developed a strategic plan that will coordinate its collective research activities, built around eight research objectives. The plan will be in place for five years, from January 2018 to December 2022.

The Centre's eight research objectives are divided into four research themes that emphasise the value of the nurse or midwife's role in the community. Each research theme has a goal that links the purpose of its research to the overall strategic plan. The research themes are:

- Who we are
- What we do
- The difference we make
- Our future impact

At the end of the first five years, it is anticipated that the Centre will be recognised and appropriately positioned nationally and internationally. The Centre will have established a solid foundation on which to progress research over subsequent years.

Priority populations

There are a number of population groups that are disadvantaged by their cultural background, demographic or geographic profile or other psychosocial factors. These groups require considered attention when undertaking healthcare research to ensure the outcomes directly or indirectly stimulate socially inclusive, equitable healthcare solutions. The *Rosemary Bryant AO Research Centre* has identified a number of these groups where nursing and midwifery stand to make a significant difference to addressing some of the barriers that exacerbate social disadvantage, and encourage equitable and accessible healthcare.

- *Aboriginal and Torres Strait Islander people*
- *Older people*
- *Rural and remote communities*
- *Culturally and linguistically diverse communities*
- *People experiencing mental illness*
- *Socially disadvantaged groups*

Strategic themes of the Rosemary Bryant AO Research Centre

Who we are

Theme goal

To profile nursing and midwifery, including those factors that contribute, or are barriers, to a healthy and prosperous career.

Research objective 1

We will develop and implement projects that inform current and future workforce development and planning. This will include establishing a robust evidence base that can inform policy and system-level decision-making regarding workforce composition, roles, support structures, recruitment, retention, career progression and renewal strategies.

Research objective 2

In partnership with healthcare providers and other stakeholders, we will develop a research program that identifies, develops, and tests appropriate interventions to build a sustainable workforce culture and capacity that can deliver appropriate care to disadvantaged populations.

What we do

Theme goal

To advance health systems, clinical practice and policy to ensure that the role of the nurse and midwife in health care is optimised and meets best practice.

Research objective 3

We will lead research that informs the ongoing advancement of the scope of practice of nursing and midwifery professions across all sector of the healthcare system including their capacity to meet shifting societal demands for healthcare among a changing population profile.

Research objective 4

We will develop, test and evaluate nursing and midwifery-led models of care in partnership with clinical services and consumers. We will establish a standardised methodology for evaluating such services as a part of this process, so that they can consistently be compared against the standard model of care.

Who
we are

What
we do

The difference we make

Theme goal

To use system innovation and new technologies to progress person-centred care and optimise the interactions that nurses and midwives have with the community.

Research objective 5

We will build capacity in areas where the Centre can lead new best practice guideline research, including research translation, program evaluation, and developing and testing innovative models of assessing impact and economic evaluation models.

Research objective 6

We will establish a centre of research excellence focused on implementing, testing and refining a system for measuring patient-reported healthcare indicators and quality of life in the Australian context and in partnership with leading international researchers. We will use this data to inform and improve nursing and midwifery care.

Our future impact

Theme goal

To shape a future of optimism and opportunity for nursing and midwifery through the intersection of clinical practice, technology, education and research.

Research objective 7

We will identify opportunities where nursing and midwifery can lead research and evaluation initiatives focused on implementing system or technological innovations that could have a significant impact on health outcomes, access to and equity of care, and care costs.

Research objective 8

We will partner with healthcare settings to support nursing and midwifery-led research, and maintain a learning culture among nursing and midwifery staff by integrating research into clinical education programs and clinical care.

Nursing and Midwifery

The difference we make

Our future impact

Who we are

Theme goal

To profile nursing and midwifery including those factors that contribute to or are barriers to a healthy and prosperous career.

Profiling the nursing and midwifery workforce

Nurses and midwives represent the largest group of healthcare professionals nationally and internationally. They work across a number of healthcare areas, from primary healthcare through to highly-specialised acute care as well as in educational institutions, health administration and the private sector. Senior nurses and midwives are integrating clinical expertise with administrative, management, research and leadership skills to support future nursing and midwifery talent and occupy executive roles in healthcare.

The Australian Government is predicting a shortage of nurses and midwives in the coming years. It is important that we have a thorough understanding of our nursing and midwifery workforce so that we can best use available resources to benefit the nursing and midwifery professions and healthcare settings generally. We need to know what motivates nurses and midwives, what has a positive or negative impact on their career and capacity to be successful, and how they manage their work-life balance. It is also important to consider the context in which nurses and midwives operate, such as mobility and labour market dynamics, pay and working conditions, the organisational culture and climate, systems and policies, professional support, and mentoring strategies in place to build the future workforce.

Research that endeavours to expand our understanding of the nursing and midwifery workforce and the context in which they work will inform data-driven strategies to increase on-the-job performance, satisfaction, retention and professional development. It will also help to develop a comprehensive and predictive picture of nursing and midwifery in Australia for future workforce renewal and planning.

Research objective 1

We will undertake primary and secondary research that inform current and future workforce development and planning. This will include establishing a robust evidence base that can inform policy and system-level decision-making regarding workforce composition, roles, support structures, and recruitment, retention, career progression and renewal strategies.

Developing workforce capability to support disadvantaged populations

Nurses and midwives are a highly mobile and widely distributed workforce who use their skills and expertise to support the health and welfare of all groups and communities in Australia. As such, nurses and midwives have a unique and important role as the key coordinator of a person's health, especially among priority populations who experience significant social disadvantage.

This social disadvantage may be due to a range of factors, including their cultural background, geographic or social isolation, psychosocial status, mental health, sexual identity, mental or physical disability, or incarceration. As a consequence, these people may not engage with health services at appropriate times for a range of reasons. Ensuring that health services provide education, training and a working environment that instils a culture of compassion, respect and non-judgemental understanding within their workforce is critical to addressing health disparities and supporting disadvantaged populations.

Research that maps the needs of these disadvantaged populations against the health system's capacity to meet them, both within the workforce and within the physical environments, services, and networks that supports the workforce, will help to develop targeted intervention strategies that have a greater potential to affect sustainable change.

Research objective 2

In partnership with healthcare providers and other stakeholders, we will develop a research program that identifies, develops and tests appropriate interventions to build a sustainable workforce culture, capability and capacity to deliver appropriate care to disadvantaged populations.

What we do

Theme goal

To advance health systems, clinical practice and policy to ensure that the role of the nurse and midwife in healthcare is optimised and meets best practice.

Advancing the nursing and midwifery scope of practice

Over the past thirty years, the role of nurses and midwives in healthcare has expanded in response to a shift in the demand for healthcare services in different settings. Demand for nursing and midwifery in primary healthcare and aged care has increased and expanded, and there has been development of highly skilled and specialised nurses, including advanced practice nurses and nurse practitioners, in addition to the traditional roles of enrolled nurses, registered nurses and registered midwifes within acute care settings.

Over the next thirty years, it is predicted that the health system will need to adapt to significant shifts in population, health, and workforce demographics (including the ratio of employed to retired persons) as the baby boomer generation reaches retirement and moves into older age. These shifts are predicted to increase demand for health services, increase case complexity and further strain already stretched resources.

Nurses and midwives will be critical to the success of this evolving health system because they form the largest component of the healthcare workforce. Identifying, testing, implementing and evaluating appropriate adaptations to the roles of nurses or midwives, their scope of practice and resource allocation models is required to ensure that changes to the health system are founded on robust evidence.

Research objective 3

We will lead research that informs the ongoing advancement of the scope of practice of nursing and midwifery professions across all sector of the healthcare system including their capacity to meet shifting societal demands for healthcare among a changing population profile.

Developing nursing and midwifery-led models of care

Healthcare reform and new technologies will challenge how nursing and midwifery best provides optimal care — care that is patient-centred, timely, effective and efficient. In a number of settings, nursing or midwifery-led models of care (MOC) have had the capacity to help meet this challenge, particularly in areas where clinical assessment, non-specialist care delivery, continuity of care and care coordination have had a significant propensity to improve health outcomes, reduce acute care pressures and reduce healthcare expenditure.

Establishing a new nursing or midwifery-led MOC requires defining and evaluating:

· an area of need for individuals or a community

· the root cause that affects the individual or community

· how a nurse or midwife can be the lead clinician to address a need by establishing a nursing or midwifery-led MOC

· the factors that are critical to the MOC's success

· the adaptation of the MOC to different settings

· the MOC's sustainability and economic viability.

Developing a strategic understanding of when, where and how to best use a nursing and midwifery-led MOC could lead to significant cost-savings when compared to a traditional MOC. This would allow healthcare resources to be redistributed towards other cost-effective health initiatives and mitigate our reliance on high-cost, acute care services.

Research objective 4

We will develop, test and evaluate nursing and midwifery-led models of care in partnership with clinical services and consumers. We will establish a standardised methodology for evaluating such services as a part of this process, so that they can consistently be compared against the standard model of care.

The difference we make

Theme goal

To use system innovation and new technologies to progress person-centred care and optimise the interactions nurses and midwives have with the community.

Optimising best practice in healthcare

In demanding and oftentimes decentralised health services, implementing and sustaining best practice care requires a time and resource commitment from healthcare providers. This can be further impacted by changing governance or policy arrangements at the hospital and/or health network or district levels; workforce dynamics (e.g. attrition, turnover, movement of leadership); or changes to funding models.

Best practice guidelines (BPGs) have been developed to minimise the impact of health system changes on care delivery. BPGs provide clinicians and healthcare administrators with evidence-informed recommendations that support clinical practice and guide practitioner and patient decisions regarding appropriate healthcare. BPGs are an effective tool for standardising routine clinical care and service delivery practices, which can then be adapted and applied to the local context.

There are various international healthcare BPG implementation models. The Royal Nurses Association of Ontario, Canada (RNAO) has developed the Best Practice Spotlight Organisation (BPSO) program that addresses changes in practices as well as the upskilling of leaders and the workforce, which is needed to implement change consistently with minimal impact on routine care. The ANMF (SA Branch), in partnership with SA Health, has adapted the BPSO program to the local context and is now piloting, implementing and evaluating the BPSO program at a number of sites across the South Australian healthcare system.

If the program is proven to be successful and sustainable, the final model has the potential to be adapted, scaled-up and applied to healthcare settings nationally. This would help to achieve and standardise safe and quality healthcare across Australia. A sophisticated research and evaluation program will be needed to demonstrate the model's effectiveness, efficiency, sustainability, and transferability to different jurisdictional contexts.

Research objective 5

We will build capacity in areas where the Centre can lead new best practice guideline research, including research translation, program evaluation, and developing and testing innovative models of assessing impact and economic evaluation models.

Person-centred care as a prioritised outcome

Placing individuals at the centre of their care is critical to providing optimal health care. Person-centred care is being driven by state and federal health departments as well as health service providers, with strong support from industry peak bodies, consumer-representative bodies and other non-government organisations. The healthcare system has a number of routine monitoring tools that are currently used to measure the quality and safety of healthcare that is delivered to patients, primarily in the acute care setting. These are also used as indicators of person-centred care. Many of these indicators, such as wound care, hospital-acquired infections, falls, and consumer experience, are now mandated requirements for accreditation through the Australian Commission on Safety and Quality in Healthcare.

A current gap in the monitoring and reporting of person-centred care is the individual's perceptions of the quality of the healthcare they receive and review of their health status, including their quality of life; physical, social and emotional functioning; and capacity to meet their goals. This information can be measured using standardised tools like person-reported experience or outcome measures, and can be applied to all diseases or syndromes and healthcare settings, from community-based wellness centres and primary healthcare facilities to specialist acute, palliative and end-of-life care. This information can also be linked to potential predictors of person-centred care like socio-demographic or geographic factors that may influence the quality of care received, and an individual's health outcomes.

Collaborative, translational research between research institutions, health services, government, non-government and industry partners is required to address this gap and establish a context-adaptive system for routine monitoring of person-reported outcomes. This could then be used to measure and report on the immediate impact of healthcare on people's health and quality of life, and track the long-term healthcare impact on people.

Research objective 6

We will establish a centre of research excellence focused on implementing, testing and refining a system for measuring person-reported healthcare quality indicators and quality of life in the Australian context. We will use this data to inform and improve nursing and midwifery care.

Our future impact

Theme goal

To shape a future of optimism and opportunity for nursing and midwifery through the intersection of clinical practice, technology, education and research.

System innovation and disruptive technologies to support disadvantaged populations

Technological change and innovation is constant in healthcare. The nursing and midwifery professions can take advantage of technological innovations and new platforms to improve care and address gaps in access and equity. This involves considering new techniques, equipment, treatments, and services as well as their consequent impact on the health systems, health workforce and relevant patient population.

New technological innovations can only be demonstrated to be efficacious, effective, feasible and sustainable if the following are considered:

- how new technology can be integrated within existing structures and processes
- how models of care need to be adapted
- the technological innovation's impact on the workforce, workplace, health outcomes, patient experience and healthcare costs.

In order to quantify the technological innovation's impact in a real world setting, research will need to:

- predict what the impact(s) may be
- conduct tests in a controlled setting
- model, disseminate, scale-up and evaluate the technology.

Research objective 7

We will identify opportunities where nursing and midwifery can lead research and evaluation initiatives focused on implementing system or technological innovations that could have a significant impact on health outcomes, access to and equity of care, and care costs.

Establish a culture of lifelong learning and research opportunities in nursing and midwifery

The health system relies on innovative research and well-designed evaluations to optimise care delivery for consumers. Research and evaluation in the healthcare setting has additional benefits, which include: integrating cutting edge technologies; financial investment through government and industry; sharing resources with university partners; integrating research into best-practice healthcare; and supporting a learning culture among clinical staff.

Developing and sustaining a learning culture, and a culture that provides clinicians with the understanding, skills, and opportunities to embrace research and evaluation, is dependent on all staff understanding its value and benefit to quality of care. However, given the gradual shift towards more complex cases and increasing clinical demand, integrating research and evaluation into routine care and maintaining a culture of learning among staff requires strong leadership as well as organisational and structural support.

Nurses and midwives are well-positioned to obtain a significant benefit from a dynamic, learning, research culture in the health system. A natural opportunity to demonstrate how to build a culture of learning is created when resources are shared between academic and healthcare institutions. A program of clinical nursing and midwifery-led research can then be established among clinical staff with direct, translational benefit.

Research objective 8

We will partner with healthcare settings to support nursing and midwifery-led research, and maintain a learning culture among nursing and midwifery staff by integrating research into clinical education programs and clinical care.

Business strategy: growing the Centre's reach and impact

The *Rosemary Bryant AO Research Centre's Strategic Plan* is centred on the nursing and midwifery professions and its importance in delivering optimal healthcare.

The eight research objectives have been identified through review of the nursing and midwifery literature; engagement with founding partners; government reports; and consultation with key stakeholders. The research objectives are ambitious and will require significant resources, collaboration and goodwill to achieve.

The Centre must leverage its current strategic position, including the strengths of its foundation partners; build its resources; grow its networks; and promote its achievements in order to achieve its research objectives. The Centre has developed a business strategy to guide its growth as a research centre with an international reputation and presence at the University of South Australia, and that is aligned to the University's *Research and Innovation Strategic Plan 2016–2020.*

The business strategy identifies activities that the Centre will undertake as part of its growth across the following five research domains:

· Culture
· Leadership
· Excellence
· Partnerships
· Translation

Progress against the business strategy will be tracked as part of the Centre's performance monitoring, with respect to its business objectives, and key performance indicators (KPIs) will be articulated for each domain.

The Rosemary Bryant AO Research Centre's (RBRC) business strategy aligned to UniSA's research pillars.

Business objective

To establish the *Rosemary Bryant AO Research Centre* as an international Centre of Nursing and Midwifery Research Excellence that excels in building synergistic business partnerships

UniSA Research pillar	RBRC activities	
Culture	· Stimulate a profession underpinned by critical thinking and a culture of learning · Build and maintain national and international collaborations with other leading academic institutions · Foster new talent through the supervision and mentoring of postgraduate and early-career postdoctoral researchers	· Support UniSA's goal of providing an environment where everyone can grow and reach their potential as a career researcher · Build the RBRC brand and team profile around capacity, enthusiasm and drive to tackle the challenges facing nursing and midwifery
Leadership	· Identify and support research leaders of today and tomorrow, by supporting them to take on new challenges and investing in their professional development · Invest in human resource capacity and strategic researchers as well as develop suitable career pathways	· Mentor early-career researchers and nurses looking to build a research career by creating research and professional opportunities that they can engage in and use for their own success
Excellence	· Maintain a research focus that supports the vision and mission of the Centre · Create RBRC fellowships for school staff to leverage their capacity and link to external partners · Identify and support PhD and early career researchers to build the external networks with government and industry	· Determine how the RBRC can best support the nursing and midwifery teaching program · Provide capacity and links to interdisciplinary experts to respond to large health and system challenges through a flexible, skilled team of staff and networks
Partnerships	· Use the individual strengths and natural advantages of ANMF and UniSA to build our research base, including creative funding opportunities · Build relationships and formal collaborations with the end-users of research, to learn from each other and mutually benefit from each party's expertise · Invest in a number of 'Transformed' PhD opportunities aligned to the RBRC strategic plan	· Build the brand portfolio of the RBRC through an effective communication strategy that supports the Centre's vision and mission · Support ANMF's strategic objectives and UniSA's research themes through investment in areas of research excellence
Translation	· Ensure all research programs have real-world benefits to the end-users and use translation as a measure of research success · Be ambitious in our vision, mission and goals, and use this as a vehicle to sell the value of entrepreneurship, risk-taking, and disruptive innovation as we revolutionise healthcare	· Identify value in our research and establish the RBRC as the natural owners of particular domains of nursing and midwifery research

Monitoring and evaluation: measuring the Centre's performance

To understand if the Centre is progressing towards its vision it is critical that we monitor and report our progress against the Centre's research objectives, track research outputs and outcomes, and translate our impact on the nursing and midwifery professions as well as the community's health and welfare.

The Centre has developed an evaluation framework, based on a program logic model framework, to achieve this using a standardised approach. This framework was designed to be broad enough to apply to each research objective and to track the overall progress of the Centre against the strategic plan.

This evaluation framework will be used to help develop action plans and annual work plans for research projects, as well as guide the identification of deliverables and KPIs for measuring short, medium and long-term research outcomes.
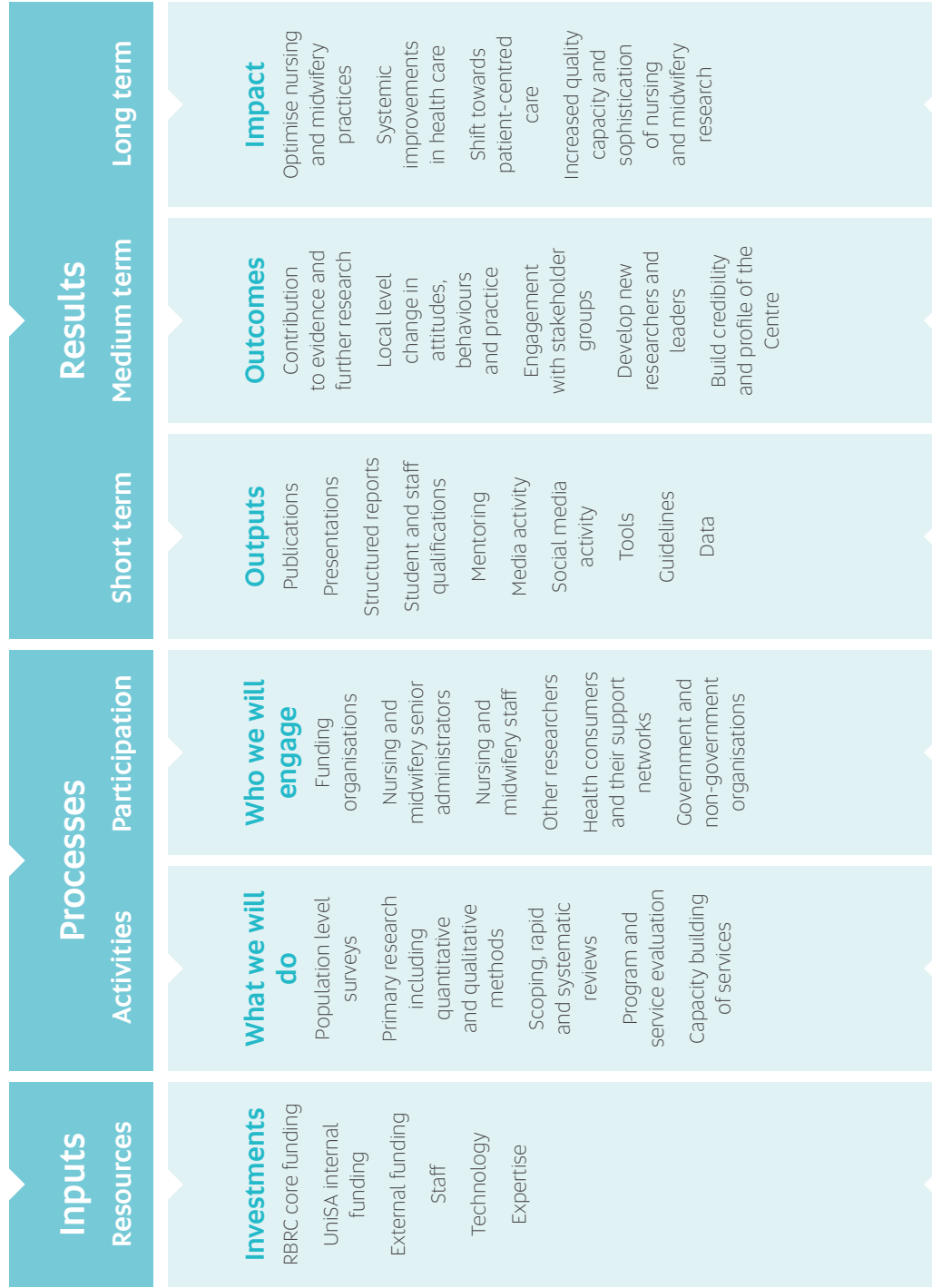
Evaluation objective

We will monitor and understand the impact of the Centre's activity, in order to develop data-driven insight into (i) whether and how the Centre's research has contributed to the advancement of nursing and midwifery and patient outcomes, and (ii) where to invest future research resources and energy.

Rosemary Bryant AO Research Centre Logic model for evaluation of the Centre's progress towards its vision

Environmental scanning and contextual factors

Influence of external factors on research projects and the translation of the outcomes into policy and practice over the short, medium and long term.

Situation

- Increasing number and proportion of elderly population
- Increasing demand on health system and management of complex cases
- Projected shortage of nurses
- Traditional models of care and funding structures
- Systemic practice and performance issues
- Workforce, environmental and cultural challenges

Goals

- Profile the workforce at a population level
- Optimise the scope and performance of nurses and midwives
- Measure the outcomes and impact on the consumer and community
- Strategic research into clinical practice, education, technology and research

Inputs	Processes		Results		
Resources	**Activities**	**Participation**	**Short term**	**Medium term**	**Long term**
Investments	**What we will do**	**Who we will engage**	**Outputs**	**Outcomes**	**Impact**
RBRC core funding	Population level surveys	Funding organisations	Publications	Contribution to evidence and further research	Optimise nursing and midwifery practices
UniSA internal funding	Primary research including quantitative and qualitative methods	Nursing and midwifery senior administrators	Presentations	Local level change in attitudes, behaviours and practice	Systemic improvements in health care
External funding	Scoping, rapid and systematic reviews	Nursing and midwifery staff	Structured reports	Engagement with stakeholder groups	Shift towards patient-centred care
Staff	Program and service evaluation	Other researchers	Student and staff qualifications	Develop new researchers and leaders	Increased quality capacity and sophistication of nursing and midwifery research
Technology	Capacity building of services	Health consumers and their support networks	Mentoring	Build credibility and profile of the Centre	
Expertise		Government and non-government organisations	Media activity		
			Social media activity		
			Tools		
			Guidelines		
			Data		

Evaluation

Assessment of all aspects of the logic model and their interrelationship to understand how the Centre is progressing towards long-term impact on the health and welfare of society.

Committee Membership

Rosemary Bryant AO Research Centre
— Steering Committee:

- **Dr Rosemary Bryant AO** — Chair
- **Mr Rob Bonner,** Australian Nursing and Midwifery Federation (SA Branch) — Deputy Chair
- **Professor Carol Grech**, School of Nursing and Midwifery, University of South Australia
- **Adjunct Associate Professor Elizabeth Dabars AM**, Australian Nursing and Midwifery Federation (SA Branch)
- **Professor Marion Eckert**, Rosemary Bryant AO Research Centre , University of South Australia

Rosemary Bryant AO Research Centre
— Research Advisory Committee

- **Professor Marion Eckert**, Rosemary Bryant AO Research Centre, University of South Australia — Chair
- **Mr Rob Bonner**, Australian Nursing and Midwifery Federation (SA Branch) — Deputy Chair, South Australia
- **Adjunct Professor James Buchan**, University Technology Sydney, Consultant / Adviser ANMF, New South Wales, Australia
- **Professor Jenny Carryer MNZM**, Massey University, New Zealand
- **Ms Jenny Hurley**, SA Health, Department of Health, South Australia
- **Professor Jill Maben OBE**, University of Surrey, United Kingdom
- **Ms Janine Mohamed**, Congress of Aboriginal and Torres Strait Islander Nurses and Midwives, Australia
- **Professor Ian Olver AM**, UniSA Cancer Research Institute, South Australia
- **Dr Karleen Thornton**, Northern Adelaide Local Health Network, SA Health, South Australia
- **Ms Jackie Wood**, Central Adelaide Local Health Network, SA Health, South Australia

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