RPA
Institute for
Academic Medicine

Strategic Plan 2024 to 2029

Sydney
Local Health District

Royal Prince Alfred
Hospital

Contents

Left: RPA Institute for Academic Medicine Executive Committee

Acknowledgement of Country

Sydney Local Health District acknowledges that we are living and working on Aboriginal land. We recognise the strength, resilience and capacity of Aboriginal people on this land. We would like to acknowledge all of the traditional owners of the land and pay respect to Aboriginal Elders past and present.

Our District acknowledges *Gadigal*, *Wangal* and *Bediagal* as the three clans within the boundaries of the Sydney Local Health District. There are about 29 clan groups within the Sydney metropolitan area, referred to collectively as the great *Eora Nation*. *Always was and always will be Aboriginal Land*.

We want to build strong systems to have the healthiest Aboriginal community in Australia.

Together under the Sydney Metropolitan Partnership Agreement, including the Aboriginal Medical Service Redfern and in collaboration with the Metropolitan Local Aboriginal Land Council, Sydney Local Health District is committed to achieving equality to improve self-determination and lifestyle choices for our Aboriginal community.

Ngurang Dali Mana Burudi – A Place to Get Better

Ngurang Dali Mana Burudi — a place to get better, is a view of our whole community including health services, Aboriginal communities, families, individuals and organisations working in partnership.

Our story

Sydney Local Health District's Aboriginal Health story was created by the District's Aboriginal Health staff.

The map in the centre represents the boundaries of Sydney Local Health District. The blue lines on the map are the Parramatta River to the north and the Cooks River to the south which are two of the traditional boundaries.

The *Gadigal*, *Wangal* and *Bediagal* are the three clans within the boundaries of Sydney Local Health District. They are three of the twenty-nine clans of the great *Eora Nation*. The centre circle represents a pathway from the meeting place for Aboriginal people to gain better access to healthcare.

The Goanna or *Wirriga*
One of Australia's largest lizards, the goanna is found in the bush surrounding Sydney.

The Whale or *Gawura*
From June to October pods of humpback whales migrate along the eastern coastline of Australia to warmer northern waters, stopping off at Watsons Bay the traditional home of the Gadigal people.

The Eel or *Burra*
Short-finned freshwater eels and grey Moray eels were once plentiful in the Parramatta River inland fresh water lagoons.

Source: Sydney Language Dictionary

NGURANG DALI MANA BURUDI · A PLACE TO GET BETTER

Artwork

Ngurang Dali Mana Burudi — a place to get better
The map was created by our Aboriginal Health staff telling the story of a cultural pathway for our community to gain better access to healthcare.

Artwork by Aboriginal artist Lee Hampton utilising our story.

Foreword

Royal Prince Alfred (RPA) Hospital sits within the 740,000-person catchment of Sydney Local Health District (the District) and is globally recognised as a premiere health facility in Australia. RPA has a proud history of research culture and innovation, fortified through the 140-year partnership with its neighbour, the University of Sydney.

RPA's strong links between research, teaching and patient care have sustained a virtuous cycle of inquiry, discovery, renewal and innovation. Historical research culture has persevered with an annual contribution of over 1300 peer reviewed publications and more than 400 clinical trials within the hospital.

As a premier tertiary and quaternary referral hospital, we are committed to clinical, research and educational pathways which accelerate the energy and enthusiasm of clinical researchers and sustain the District's future as a continued powerhouse of medical excellence. As providers of care, RPA places patients and consumers at the centre of all research processes, from formulation to implementation, communication, translation and evaluation.

The RPA Institute for Academic Medicine (IAM) was established within the hospital's Division of Medicine to build on and expand the foundations of research excellence.

When developing this IAM Strategic Plan 2024 to 2029, the IAM engaged comprehensively with clinical units, researchers and trainees to outline the initiatives and objectives. This plan incorporates advice from a range of staff on how best to support local education and research in medicine.

This advice will inform part of RPA's and the District's strategy for research infrastructure, technology and commercialisation over the next five years. In partnership with the University of Sydney, the District will jointly lead the development of the $750 million Sydney Biomedical Accelerator (SBA), co-located across RPA's Gloucester House and the University of Sydney campus. The SBA will be an international destination for the rapid acceleration and translation of biomedical research discoveries into healthcare solutions.

I am confident the initiatives and direction outlined here will drive the continued delivery of clinical research that underpins excellent medical care through translational practices, modern therapeutics, innovative models of care and RPA clinicians' continued appetite for growth. I am proud and excited to be a part of this story, alongside our patients, physicians and research entities and I look forward for what is to come.

Kiel Harvey
General Manager, Royal Prince Alfred Hospital
Executive Sponsor, RPA Institute for Academic Medicine

Preface

The RPA Institute for Academic Medicine (IAM) is a research-focused organisational body, established by Sydney Local Health District (the District) to support and strengthen research engagement, productivity and expertise across the Royal Prince Alfred Hospital (RPA) Division of Medicine. The IAM works closely with the Division to identify synergies for research collaboration, provide strategic advice and advocacy and assist with tailored support for bespoke research programs. The IAM is committed to its vision of improving patient care and clinical outcomes through the promotion and support of education and research within the RPA Division of Medicine and key partners in the District.

The RPA Institute for Academic Medicine Strategic Plan 2024-29 outlines the IAM's objective to deliver comprehensive research support through three key portfolios:

1. Professional Development and Education

2. Organisational Capacity for Research

3. Strategic Engagement and Collaboration

The Sydney Biomedical Accelerator (SBA), as a new state-of-the-art research facility, will integrate the District's research culture with the principles of the IAM's three core portfolios. The SBA will enable the formation of pathways that link biomedical and clinical researchers, forging multidisciplinary collaborations and facilitating direct interactions between biomedical researchers and clinical services.

The IAM leadership is committed to supporting the SBA which provides unique opportunity to catalyse IAM programs and draw upon its energy and capacity. The prospects are exciting, and the IAM will promote the spirit of learning and enquiry that has sustained RPA as a leading healthcare institution in Australia and internationally.

As a team, we are excited to see what can be accomplished in the next five years. We would like to recognise the District and RPA Executive, Division of Medicine and our affiliate network for their ongoing support, and the expertise they provide to ensure that collectively we are achieving excellence in clinical care that ultimately translates to the very best outcomes for our patients.

Clinical Associate Professor Lauren Troy
Co-Director, RPA Institute for Academic Medicine

Associate Professor Stephen Adelstein
Co-Director, RPA Institute for Academic Medicine

Left (top): Dr Nila Dharan, IAM Research Lead for RPA Infectious Diseases and Microbiology
Left (bottom): Dr Michael Spies at the IAM Launch in August 2023

About the RPA Institute
for Academic Medicine

Background

The establishment of the RPA Institute for Academic Medicine (IAM) in 2023 followed consultation between 2020 and 2022 with Royal Prince Alfred Hospital (RPA), Sydney Local Health District (the District) and the RPA Division of Medicine. The IAM was designed to provide research-focused education and training, promote and facilitate research and research translation, and foster research collaboration within the Division of Medicine, RPA, the District and beyond.

Vision

To increase research activity and productivity in the RPA Division of Medicine, contribute to the transfer of research outcomes into improvements in health care and contribute to physician education and training.

Mission

To provide the infrastructure and support that enables RPA physicians and trainees to undertake high-quality research as part of their commitment to excellence in the delivery of clinical care.

Values

The IAM adheres to and upholds the NSW Health CORE values.

Collaboration

The IAM is committed to working collaboratively to achieve the best possible outcomes for patients, who are at the centre of everything we do. We acknowledge that every person working in the health system makes a valuable contribution and plays a valuable role. In the IAM, we actively work with others to achieve goals and improve the quality and impact of research.

Openness

The IAM is committed to openness in communications, aiming to build confidence and increase cooperation. In the IAM, we share ideas and communicate clearly by being approachable, listening actively, encouraging others to contribute, and offering and receiving constructive feedback.

Respect

The IAM has respect for the abilities, knowledge, skills, and achievements of all people who work in the health system, and acknowledges and respect the feelings, wishes and rights of patients and their carers. In the IAM, we treat others as we would like to be treated and we seek to recognise each other's capabilities.

Empowerment

The IAM aims to ensure patients are able to make well-informed and confident decisions about their care and treatment. In the IAM, while taking responsibility for our performance and behaviour, we share responsibility appropriately within our team and with others, and seek to ensure team members can have a strong sense of purpose in their work.

Left (top): IAM Co-Director, Associate Professor Lauren Troy at the IAM Strategic Planning Day in March 2024
Left (bottom): The RPA Department of Infectious Diseases and Microbiology

Principles

The following principles guide our work:

- **Excellence in clinical care**

  Provide high-quality patient care through the integration of research, education and clinical practice.

- **Collegiality**

  Support collaborative research and education through a multi-specialty and multi-disciplinary framework, within and beyond the RPA Division of Medicine.

- **Innovation**

  Conduct and support research development and form relationships to pursue and strengthen advances in medical research and commercialisation at Royal Prince Alfred Hospital (RPA), drawing on RPA's research and clinical strengths.

- **Community engagement and partnership**

  Engage with communities served by RPA to ensure that the research and education programs of the IAM reflect local priorities and needs.

- **Diversity**

  Promote diversity in leadership positions, research focus areas and career pathways for RPA physicians and physician trainees.

Objectives

The IAM has six broad objectives:

- **Research support**

  Work closely with the RPA Division of Medicine to identify synergies for research collaboration, provide advice on research strategies, and establish feasible and informative research metrics for regular reporting.

- **Mentorship and advocacy**

  Support, promote and encourage the next generation of researchers and address the barriers faced by physicians and physician trainees in undertaking or sustaining research activity.

- **Research education and training**

  Engage with prevocational and advanced physician trainees to identify educational priorities in research methodology, with delivery of a focused research foundations education program.

- **Career development**

  Offer targeted support for advanced trainees and early- and mid-career physicians interested in research, by identifying and promoting opportunities for newly-appointed physicians to participate in academic activities.

- **Strategic partnerships**

  Promote recognition of Royal Prince Alfred Hospital (RPA) as a major Australian and international centre of medical research linked with excellent clinical outcomes, and develop strategic partnerships with other organisations.

- **Organisational development and funding**

  Ensure the IAM has a secure and sustainable organisational base to fulfil its functions and grow, with reference to staffing, infrastructure, communications and funding.

Portfolios

The objectives are addressed through three portfolios:

1 Professional Development and Education

2 Organisational Capacity for Research

3 Strategic Engagement and Collaboration

The IAM's fourth portfolio refers to the IAM's development and resource needs as an organisation. These are elaborated in the Strategic Plan 2024 to 2029 and their links with functions are illustrated in the diagram below:

IAM Development		
Professional Development and Education	Organisational Capacity for Research	Strategic Engagement and Collaboration

IAM Co-Director, Associate Professor Stephen Adelstein

Governance and organisational structure

The IAM is an entity within the Royal Prince Alfred Hospital (RPA) Division of Medicine, and reports through the Head of the Division, to the RPA Director of Medical Services and RPA General Manager.
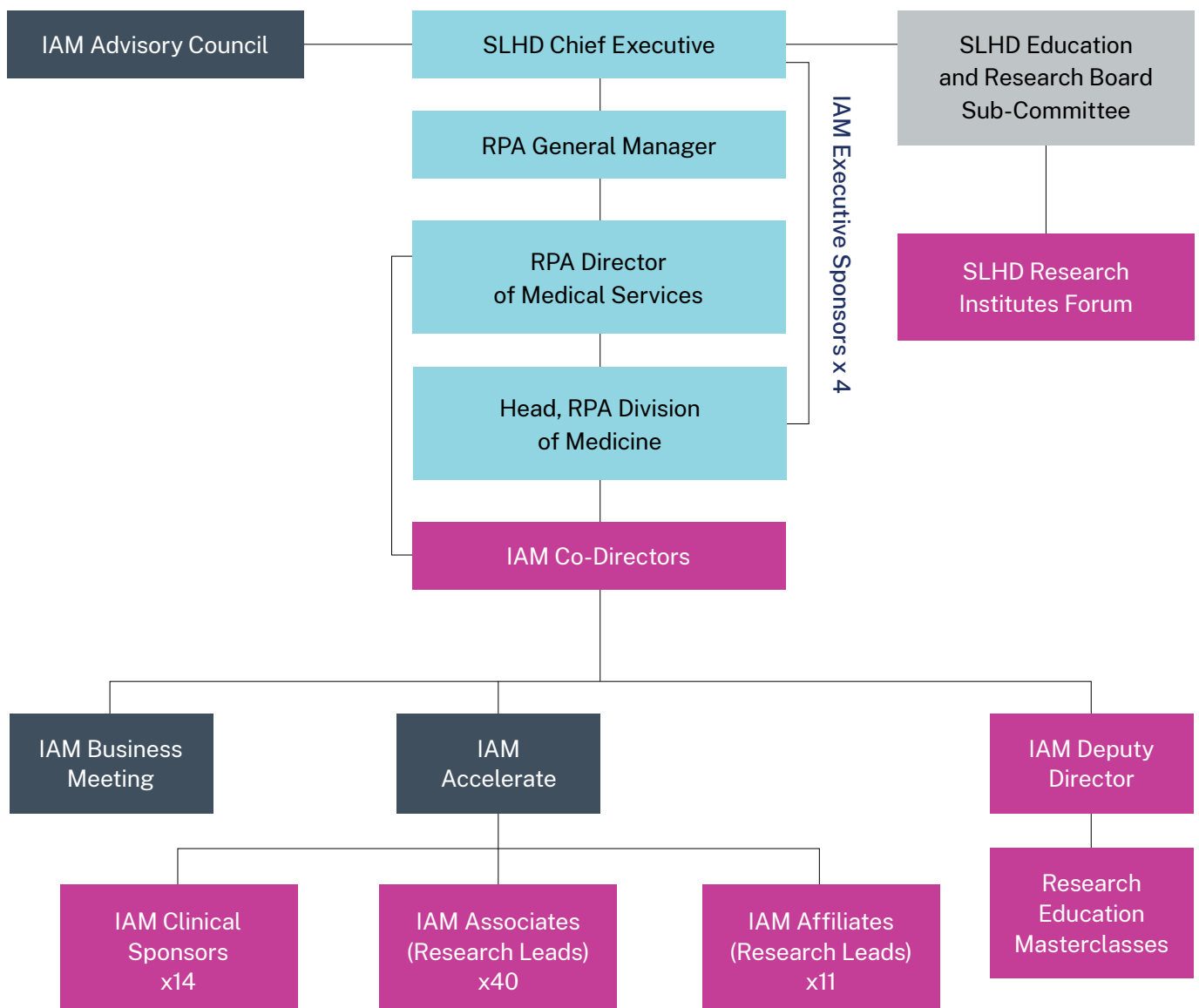
It is led by two Co-Directors, both of whom are Senior Staff Specialists in Medicine at RPA. The Co-Directors work closely with a full-time Deputy Director. During its inaugural year, the IAM had a Senior Adviser (also a Staff Specialist) who contributed to the conception and development of the IAM.

The strategic direction for the governance of the IAM is overseen by an Advisory Council. Research programs of the IAM are guided by Accelerate, which advises on productivity in research through collaboration, mentorship and advocacy. It provides insights into emerging issues in health and medical research relevant to the IAM portfolios.

In addition to these three constituted groups, the IAM has engaged a wide range of RPA clinicians as Associates and Affiliates. The Associates and Affiliates contribute to the running of IAM events and other activities and draw support from the IAM as needed. The governance and organisational structure of the IAM and associated bodies are summarised in the organisational structure chart on page 13.

The RPA Department of Chemical Pathology

Legend:
- IAM Committees
- SLHD Committees
- IAM existing positions
- RPA/SLHD positions

Organisational chart:

- IAM Advisory Council — SLHD Chief Executive — SLHD Education and Research Board Sub-Committee
  - SLHD Education and Research Board Sub-Committee — SLHD Research Institutes Forum
- SLHD Chief Executive
  - RPA General Manager
  - RPA Director of Medical Services
  - Head, RPA Division of Medicine

IAM Executive Sponsors x 4

- IAM Co-Directors
  - IAM Business Meeting
  - IAM Accelerate
    - IAM Clinical Sponsors x14
    - IAM Associates (Research Leads) x40
    - IAM Affiliates (Research Leads) x11
  - IAM Deputy Director
    - Research Education Masterclasses

Strategic planning process

The priorities, objectives and interventions for this Strategic Plan 2024 to 2029 were determined from:

- A needs analysis based on a survey of current Advanced Trainees in medicine
- Extensive small-group meetings with stakeholders across Royal Prince Alfred Hospital (RPA), Sydney Local Health District and research partners, including heads of all departments in the RPA Division of Medicine.
- Individual and committee-based discussions on major RPA campus developments that present opportunities for the IAM, notably the Sydney Biomedical Accelerator and the redevelopment of RPA Hospital
- A strategic planning forum where stakeholders were invited to contribute ideas on the developing plan.

These inputs were synthesised to inform this Strategic Plan 2024 to 2029, which was subsequently endorsed by the IAM Advisory Council.

The overall goals of the IAM over the next five years, as set out in the Strategic Plan 2024 to 2029, are to increase research activity and productivity in the RPA Division of Medicine, contribute to the transfer of research outcomes into improvements in health care, and contribute to physician education and training.

This plan lists objectives, interventions and Key Performance Indicators (KPIs) across three portfolios, which support the IAM's activities aligned to the goals:

Portfolio (1) **Professional development and education for researchers**

Portfolio (2) **Organisational capacity for research**

Portfolio (3) **Strategic engagement and collaboration**

Portfolio (4) **IAM development**

The plan also lists objectives, interventions and KPIs to sustain the continuing development and effectiveness of the IAM.

A glossary of acronyms is available as an appendix.

Right (top): SLHD Director of Planning, Dr Pam Garrett
Right (bottom): Head of the RPA Division of Medicine and IAM Clinical Sponsor, Professor Kate Wyburn

Portfolio ⬤1 Professional development and education for researchers

Objectives

- Provide ongoing professional development for RPA Division of Medicine staff beyond the completion of FRACP training and Continuous Professional Development
- Identify and promote opportunities for trainees and early-to-mid career researchers (EMCRs) to progress along clinical academic pathways
- Provide a variety of pathways to support research for clinicians with differing interests and levels of expertise in research methods
- Deliver and coordinate high-quality educational programs on research methods tailored to the needs of trainees in the RPA Division of Medicine, including coverage of wet laboratory and data analysis techniques
- Provide developmental opportunities for senior researchers as well as EMCRs, and promote interactions between senior researchers and EMCRs
- Encourage junior doctors to become involved in research, and promote recognition of research in their performance assessments
- Explore ways of making time available for junior doctors and ATs to undertake research.

Interventions

1.1 Promotion of clinical academic pathways

(a) Raise the profile of research in clinical environments, in collaboration with others in the RPA Division of Medicine and with key partners in Sydney Local Health District, the University of Sydney, the Centenary Institute, and beyond

(b) Seek RACP recognition of research as training time towards Fellowship, and seek University recognition of IAM-led research education in awarding affiliate academic titles

(c) Promote and foster commitment to research amongst trainees, reflective of the strong academic culture within the RPA Division of Medicine in partnership with the RPA Basic Physician Training (BPT) Network

(d) Increase trainee and EMCR exposure to research through presentations by RPA Division of Medicine researchers, regular research events, workshops, and other opportunities for trainees to link with established researchers.

Key performance indicators for 1.1	Time of KPI review – December
Systematically report on the numbers of junior doctors who participate in research training prior to the start of advanced training	2026 2028
Systematically report on the proportion of ATs who undertake higher-degree research, in comparison with previous year	2029

1.2 Delivery of structured research training informed by trainee needs

(a) Develop the curriculum for the IAM Research Education Program utilising the input of the IAM Research Leads and Clinical Sponsors, and basic and advanced trainees

(b) Explore the potential for commercial delivery of the program to a broader audience.

Key performance indicators for 1.2	Time of KPI review – December
IAM Research Education program delivered to trainees and evaluated separately for BPTs and ATs	Annually 2024-29
Report on the feasibility of delivery of the IAM Research Education program on a commercial basis	2027

1.3 Linkage with specialised training opportunity

(a) Link EMCRs with opportunities to develop grant-writing skills and to obtain other advice (e.g. in specialised research methods or content areas), drawing on resources of the Australian Clinical Trials Education Centre, the NHMRC, the University of Sydney, Sydney Education, and other agencies.

Key performance indicators for 1.3	Time of KPI review – December
In the Division of Medicine annual research report, describe EMCR use of opportunities to develop grant-writing skills and EMCR and trainee use of opportunities obtain specialised research advice	Annually 2024-29

IAM Research at First Sight 2024

Portfolio ② Organisational capacity for research

Objectives

- Maximise capacity for research across all departments and underrepresented groups in the RPA Division of Medicine
- Support a wide range of research including health system research and implementation research undertaken in collaboration with nursing and allied health
- Identify the barriers faced by clinicians in undertaking and/or sustaining research activity, and seek opportunities to overcome these barriers
- Support, promote and advocate for women in research
- Facilitate links between the RPA Division of Medicine and Sydney Biomedical Accelerator research teams to promote research translation and improved patient care.

Interventions

2.1 Leadership, communications and advocacy

(a) Establish working groups to advise on research opportunities, disparity in research participation and the implementation of strategic initiatives in each portfolio area

(b) Develop multi-platform communication channels – digital newsletters, social media, the IAM website, hosted events, and meetings – to strengthen and maintain linkages among members of the IAM affiliate network as well as beyond the network

(c) Maintain an up-to-date RPA Division of Medicine Staff Directory, including the research profile of each department

(d) Promote the importance of research to patients and other stakeholders

(e) Provide a consistent platform through the IAM Accelerate that enables the RPA Division of Medicine to workshop and help resolve research challenges

(f) Serve as a conduit between the RPA Division of Medicine, RPA Hospital and Sydney Local Health District Executive on research matters.

Key performance indicators for 2.1	Time of KPI review – December
Working groups convened to provide advice in each portfolio area	2024
Website live and multi-platform communication channels operational and updated continuously as needed	2024-29
RPA Division of Medicine staff directory on the website, containing research profiles, updated continuously as needed	2024-29

Left (top): RPA General Manager and IAM Executive Sponsor, Mr Kiel Harvey
Left (bottom): The RPA Department of Clinical Immunology (Associate Professor Stephen Adelstein and Dr Peter Bradhurst)

2.2 Support for researchers

(a) Assist researchers and research groups to access technical and methodological expertise when needed from database managers, clinical trials coordinators, biostatisticians and others (see also 3.1(c))

(b) In collaboration with Sydney Local Health District Digital Health and Innovation Services, enhance access to research software systems and other technical resources for physician researchers, trainees and other IAM affiliates (see also 2.7 (b))

(c) Develop a toolkit for research supervisors and mentors giving practical strategies for catalysing trainees' and early-career researchers' continuing career involvement in research in partnership with the Royal Australasian College of Physicians

(d) Work with NSW Health Pathology to develop processes for the use of pathology data in research, such as expedited ethics and governance approvals, and co-authorship of research papers.

Key performance indicators for 2.2	Time of KPI review – December
Develop systems to give RPA Division of Medicine researchers access to technical and methodological expertise, research software and other technical research resources	2026
Toolkit for research supervisors and mentors distributed and evaluated	2025 2027

2.3 Researcher network development

(a) Develop a network of researchers across disciplines to enable high quality multi-disciplinary research between departments within the RPA Division of Medicine

(b) Identify and engage RPA Division of Medicine research mentors and champions, including EMCRs, to promote IAM programs within their respective departments and spheres of influence

(c) Offer formal and informal networking opportunities to facilitate communication between departments and enhance research collaboration opportunities

(d) Facilitate partnerships between IAM affiliates and members of other research institutes connected to Sydney Local Health District to mitigate systemic research barriers

(e) Work closely with First Nations stakeholders to incorporate the needs of First Nations people into research programs

(f) Conduct multidisciplinary meetings and think tanks to develop research programs, highlight emerging research priorities and technologies, create solutions for common problems, and share knowledge among disciplines

(g) Establish a repository of potential research projects that require different levels of expertise and are available across all departments.

Key performance indicators for 2.3	Time of KPI review – December
Report on activities that enable network development and provide a foundation for collaborative research through the Sydney Biomedical Accelerator	2026 2029
Report on co-designed research projects involving RPA Division of Medicine researchers and First Nations stakeholders	2026 2029
Repository of potential research projects established and available for consideration by junior doctors, trainees and staff	

2.4 Research grants and scholarships

(a) Investigate the creation and award of IAM research scholarships for trainees, higher-degree research candidates and early-career researchers from all professional fields across Sydney Local Health District (the District)

(b) Nominate outstanding trainees and early-career researchers for scholarships funded by other organisations

(c) Explore potential opportunities to obtain and award research seed funding, in partnership with departments in the RPA Division of Medicine, the District Clinical Research Centre, research institutes, and Executive Teams at Royal Prince Alfred Hospital and the District

(d) Partner with researchers to facilitate access to grant opportunities, either administered through or supported by the District, for research relevant to clinical care

(e) Coordinate grant review sessions for staff of the RPA Division of Medicine

(f) Explore flexible workforce funding models that include a research component and explore the possibility of establishing post-doctoral pathways with NHMRC and other external bodies (including specialist societies, universities and philanthropic co-funding.

Key performance indicators for 2.4	Time of KPI review – December
Number of IAM research scholarships and/or external scholarships awarded to the RPA Division of Medicine	Annually 2026-29
Number of research seeding grants awarded to the RPA Division of Medicine	Annually 2026-29
Communication to Division of Medicine staff on the Australian research funding system and forthcoming grant opportunities	Annually 2024-29
Grant application review sessions conducted for EMCRs prior to submission dates of major grant application cycles	Annually 2025-29

2.5 Research metrics

(a) Produce an annual report on Division of Medicine research activity covering publications, clinical trials, grants awarded and higher degree research supervision

(b) In partnership with the Sydney Local Health District Clinical Research Centre, investigate systems to monitor and improve self-reporting of publication metrics in order to provide timely and accurate data on RPA Division of Medicine research activity and impact

(c) Explore available tools and/or develop new tools for measuring the academic and social impacts of the research output of the RPA Division of Medicine.

Key performance indicators for 2.5	Time of KPI review – December
Comprehensive annual report on RPA Division of Medicine research activity and outputs	Annually 2024-29
Investigate methods for reporting academic and social impacts of RPA Division of Medicine research outputs	2026

2.6 Clinical Trials Unit

(a) In collaboration with other stakeholders, develop a dedicated Clinical Trials Unit (CTU) (to be located in Gloucester House on RPA campus) to provide expertise, resources and infrastructure for conducting and supporting clinical trials

(b) Develop effective governance for the CTU to enable and facilitate the conduct of trials by research teams across the RPA community

(c) Investigate ways to streamline the financial management of clinical trials conducted within RPA

(d) In partnership with the Sydney Local Health District Clinical Research Centre, the Research Ethics and Governance Office, Sydney Education, INMERI and the Pharmacy Investigational Drugs Unit, provide education and support for clinical trials staff at all levels of experience, including the use of educational resources developed by the ACSQHC for implementation of the National Clinical Trials Governance Framework.

Key performance indicators for 2.6	Time of KPI review – December
Clinical Trials Unit established in Gloucester House with effective governance, expertise, infrastructure and resources for conducting and supporting clinical trials	2026
Education and support delivered collaboratively to clinical trials staff	Annually 2026-29
Increase in the number of clinical trials conducted involving the RPA Division of Medicine, in comparison with 2023	2029

Right (top): IAM Strategic Planning Day in the Innovation Hub, 2024
Right (bottom): Research at First Sight 2024 Winner, Dr Emma Gray of RPA Respiratory and Sleep Medicine

2.7 Participant recruitment and data collection systems

(a) In partnership with the Sydney Local Health District (District) Clinical Research Centre (CRC) and Research Ethics and Governance Office, streamline processes for participant recruitment in clinical research

(b) In partnership with the District CRC, Research Ethics and Governance Office and the Digital Health and Innovation Service, explore digital health solutions for enhancement of data collection systems in research (see also 2.2(b))

(c) Assist trainees and other staff to understand any aspects of the EPIC single patient digital record system (to be introduced in 2028) that might be relevant to the conduct of clinical research.

Key performance indicators for 2.7	Time of KPI review – December
Report on the effects of changes in processes for participant recruitment in clinical research	2027
Report on possible digital health solutions to enhance data collection for clinical research, including streamlined relevant ethics review processes	2024

Dr Matt Parker, Head of Department and IAM Research Lead for RPA Rheumatology

Portfolio ③ Strategic engagement and collaboration

Objectives

Foster a collegial research community by creating and maintaining collaborative relationships across Royal Prince Alfred Hospital (RPA), Sydney Local Health District (the District), and beyond.

Interventions

3.1 Research precinct development

(a) Facilitate and contribute to the planning of clinical research infrastructure in Gloucester House, RPA Hospital, and the Sydney Biomedical Accelerator (SBA)

(b) Provide advice and strategic recommendations to the RPA and District Executive on the wider precinct plan, including intersecting workflows and research themes for the SBA

(c) In partnership with biomedical researchers from RPA and the SBA, establish the Synapse Bar as an accessible hub of expertise where clinician researchers can obtain advice on advanced biomedical research technologies, such as bioinformatics, genomics and other '-omics'.

Key performance indicators for 3.1	Time of KPI review – December
IAM contributions to the operation and governance of Gloucester House	2028
Synapse Bar established and evaluated	2027

3.2 Consumer engagement

(a) Embed consumer voices in high-level decision-making processes for the IAM

(b) Support the RPA Division of Medicine in working with consumer groups (including First Nations people) for the development of clinical trials and research programs

(c) In consultation with the District Community Participation Office, actively seek feedback on consumer experience of involvement in research within the RPA Division of Medicine.

Key performance indicators for 3.2	Time of KPI review – December
Consumer input into IAM advisory structures	2024-29
Training sessions for RPA Division of Medicine researchers on obtaining valid consumer input into research (delivered in collaboration with health consumer groups)	Annually 2025-29
Report on consumer experience of involvement in RPA Division of Medicine research	2027

3.3 Partnerships beyond RPA Hospital

(a) Maximise relationships and opportunities for collaboration with key partners across the SIPfHER, such as the University of Sydney, NSW Health Pathology, the Centenary Institute, Sydney Health Partners, the ANZAC Institute, Asbestos and Dust Diseases Research Institute, the Sydney Institute for Women, Children and their Families Research (SIWCF), the NHMRC Clinical Trials Centre, the RACP and HETI.

(b) Identify new research collaborators for the RPA Division of Medicine across NSW, Australia and beyond, including commercial and industry partners

(c) Investigate strategies to attract philanthropic and industry funding to support the research activity of the RPA Division of Medicine

(d) Provide training for clinicians on contemporary approaches to attracting philanthropy

(e) Investigate opportunities to develop commercial partnerships with industry.

Key performance indicators for 3.3	Time of KPI review – December
Change in proportion of RPA Division of Medicine EMCR research outputs (grant applications and publications) that involve multi-institutional collaboration, compared with 2023	2029
Strategies proposed for developing industry partnerships and obtaining philanthropic and industry funding to support RPA Division of Medicine research	2025

Above: Research at First Sight candidates for 2024
Left (top): Research at First Sight 2024 candidate, Posuge Siera
Left (bottom): Professor Steve Chadban, Head of RPA Renal Medicine and Nephrology and IAM Clinical Sponsor

Portfolio 4 IAM development

Objectives

Develop IAM resources to ensure the IAMs aims can be met.

Interventions

4.1 Capacity building

(a) Secure a permanent location for the IAM and the IAM team on the RPA campus

(b) Identify options to create a sustainable funding base for IAM activities.

Key performance indicators for 4.1	Time of KPI review – December
Permanent location for the IAM and the IAM team on the RPA campus	2025
Report on options to create a sustainable funding base for IAM activities	2025

4.2 Promotion of the IAM

(a) Seek opportunities to strengthen the identity of the IAM through clinical and executive sponsors and the IAM affiliate network.

Key performance indicators for 4.2	Time of KPI review – December
IAM and its functions and achievements are well known throughout Royal Prince Alfred Hospital, Sydney Local Health District, and key external partners	2024-29

Right (top): Professor Simone Strasser, Head of the AW Morrow Gastroenterology and Liver Centre and IAM Clinical Sponsor
Right (bottom): IAM Co-Director, Associate Professor Lauren Troy

IAM Strategic Planning Day 2024

Acronyms

ACSQHC	Australian Commission on Safety and Quality in Health Care
ADDRI	Asbestos and Dust Diseases Research Institute
AT	Advanced trainee
BPT	Basic physician trainee
CRC	[Sydney LHD] Clinical Research Centre
EMCRs	Early-and mid-career researchers
HETI	[NSW] Health Education Training Institute
IAM	Institute for Academic Medicine
IAS	Institute of Academic Surgery
INMERI	Institute of Nursing and Midwifery Education Research and Innovation
KPI	Key performance indicator
LHD	Local Health District
RPA	Royal Prince Alfred [Hospital]
SBA	Sydney Biomedical Accelerator
SIPfHER	Sydney Innovation Precinct for Health Education Research

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How can I find out more and connect with the IAM?

Contact SLHD-RPAIAM@health.nsw.gov.au

slhd.health.nsw.gov.au/rpa-iam

in. **rpa-institute-for-academic-medicine**