



South West HHS Research Strategy 2026 – 2030

This **implementation plan** builds on the South West HHS Research Strategy 2026–2030 in delivering key actions across four priority areas over the next five years.

Research at South West HHS is best understood through the metaphor of the Home Fire or Campfire. Inspired by Indigenous traditions, the campfire is a place of gathering, sharing, learning and connection. It is where stories are told, knowledge is passed on, and communities are strengthened.

The campfire metaphor highlights the warmth, connection and transformative power of research. It reinforces the importance of collaboration, cultural respect and community engagement in building a vibrant research culture at South West HHS.

A campfire is burning brightly in a desert landscape. The fire is contained within a circular pit dug into the red earth, surrounded by large, flat rocks. The flames are a mix of bright yellow and orange, with some darker charred wood visible at the base. The background shows a vast, open desert with sparse, dry vegetation and a few trees under a sky with soft, golden light from a setting or rising sun. The overall scene is warm and serene.

Each strategic action is reflected in the life of the campfire

Collaborate

Collaborate in state and national research programs.

Join others at their campfire

Generate

Lead and undertake local research.

Light and tend our own campfire

Participate

Expand access and engagement in research for consumers, communities and clinicians.

Invite others to our fire and join theirs

Innovate

Through the synergy of the other three objectives, support and foster innovation.

Innovation is the cool burning that clears space for new campfires

Strategic Action – Collaborate

Objective – Ensure South West HHS is an active and valued contributor to Queensland and Australian research initiatives.

Key Actions

- Align with state and national strategic plans, including Queensland Advancing Health Research 2026 and HEALTHQ32.
- Engage in programs like the Australian Teletrial Program, QTRAC and NHMRC Centre’s.
- Collaborate with academic institutions (e.g. UniSQ, Griffith, UQ) and other HHSs (e.g. Darling Downs, Riverland Mallee Coorong Health Service, Metro North, Metro South).
- Nominate staff to participate in statewide research networks and working groups.

2026	2027	2028	2029	2030
Deliverables	Deliverables	Deliverables	Deliverables	Deliverables
<ul style="list-style-type: none"> • Review current research activity against Queensland Advancing Health Research 2026 and HEALTHQ32. 	<ul style="list-style-type: none"> • Promote SWHHS as contributors to national and state research topics. 	<ul style="list-style-type: none"> • Active participation in research community. 	<ul style="list-style-type: none"> • Review and report on partnership arrangements and grant applications. 	<ul style="list-style-type: none"> • Evaluate impact of collaborations on health outcomes and service delivery.
<ul style="list-style-type: none"> • Identify gaps and opportunities for collaboration and funding. 	<ul style="list-style-type: none"> • Expand membership in research communities. 	<ul style="list-style-type: none"> • Review and report on partnership arrangements and grant applications 	<ul style="list-style-type: none"> • Co-author publications or joint grant submissions with national and state partners. 	<ul style="list-style-type: none"> • Develop a sustainability plan for ongoing research partnerships.
<ul style="list-style-type: none"> • Develop and link Communities of Practice across SWHHS and Western Corridor. 	<ul style="list-style-type: none"> • Review and report on partnership arrangements and grant applications 			<ul style="list-style-type: none"> • Showcase SWHHS contributions at national or state conferences.

Outcomes	<ul style="list-style-type: none"> • Building capacity for research in South West HHS • Increased visibility and recognition of South West HHS in broader research ecosystems. • Access to shared infrastructure, training and funding. • Contribution to statewide and national goals such as Closing the Gap and rural health equity
KPIS	<ul style="list-style-type: none"> • Number of collaborative research projects with state/national partners. • Number of staff participating in external research networks. • Amount of external funding secured through partnerships.



South West HHS participates in state and national research programs, learning from others, contributing to shared knowledge, and building partnerships. Collaboration is about gathering around the fires of others, respecting their wisdom, and sharing our own.

Strategic Action – Participate

Objective – Ensure consumers, communities and clinicians in South West Queensland have equitable access to clinical trials and research opportunities.

Key Actions

- Work with the South West Aboriginal Cultural Advisory groups to develop culturally appropriate materials and engagement strategies.
- Establish a Consumer and Clinician Research Advisory Group that represents the diversity of our communities to guide priorities, assist in research design and participation.
- Promote inclusive research practices, reflecting exemplary health equity and dynamic consent models, .e.g., Metro North
- Partner with clinical trial networks to deliver trials in rural and remote settings.

2026	2027	2028	2029	2030
Deliverables	Deliverables	Deliverables	Deliverables	Deliverables
<ul style="list-style-type: none"> • Develop/explore opportunities within existing frameworks that enable collaboration with Aboriginal Cultural Advisory groups. 	<ul style="list-style-type: none"> • Develop culturally appropriate materials that assist with the uptake of clinical trials for rural communities. 	<ul style="list-style-type: none"> • Evaluate effectiveness of outreach and engagement strategies. 	<ul style="list-style-type: none"> • Evaluate consumer and clinician engagement strategies. 	<ul style="list-style-type: none"> • Evaluate consumer and clinician engagement strategies.
<ul style="list-style-type: none"> • Establish a Consumer and Clinician Research Advisory Group. 	<ul style="list-style-type: none"> • Host community research engagement events that promote the uptake of clinical trials and research opportunities. 	<ul style="list-style-type: none"> • Strengthen feedback mechanisms for research participants. 	<ul style="list-style-type: none"> • Scale successful engagement models across the HHS. 	<ul style="list-style-type: none"> • Co-design future research priorities with community advisory groups.
<ul style="list-style-type: none"> • Partner with clinical trial networks to enable the exploration and utilisation of clinically and culturally appropriate clinical trials for SWHHS 	<ul style="list-style-type: none"> • Increase participation in clinical trials. 	<ul style="list-style-type: none"> • Increase participation in clinical trials. 	<ul style="list-style-type: none"> • Increase participation in clinical trials. 	<ul style="list-style-type: none"> • Increase participation in clinical trials.

Outcomes	<ul style="list-style-type: none"> • Increased consumer and clinician participation in research. • Improved health literacy and trust in research. • Research that reflects community and clinical needs and values.
KPIS	<ul style="list-style-type: none"> • Number of community and clinician participants in research projects. • Number of clinical trials accessible in rural and remote areas. • Feedback scores from community and clinician engagement surveys.



South West HHS enables access to research for consumers, communities and clinicians – fostering inclusion, collaboration and shared learning. Participation is about making space at the fire for all, so that everyone’s voice is heard and valued.

Strategic Action – Generate

Objective – Empower staff to initiate, lead and publish research that addresses local health priorities.

Key Actions

- Establish a Research Capability Framework
- Implement a QI/Research Dashboard to track and showcase research activity.
- Host annual South West Research Symposiums and support abstract submissions
- Develop a Clinician Research Support Program and support early career researchers
- Embed research in clinical services and align with service delivery goals.

2026	2027	2028	2029	2030
Deliverables	Deliverables	Deliverables	Deliverables	Deliverables
<ul style="list-style-type: none"> • Establish a Research Capability Framework 	<ul style="list-style-type: none"> • Develop a Clinician Research Support Program. 	<ul style="list-style-type: none"> • Monitor and evaluate research capability growth. 	<ul style="list-style-type: none"> • Develop a framework and launch a mentorship program for early career researchers. 	<ul style="list-style-type: none"> • Establish a local research journal or digital repository.
<ul style="list-style-type: none"> • Develop/Implement a QI/Research Dashboard. 	<ul style="list-style-type: none"> • Develop and publish an annual report on local research outcomes and impact that monitors and evaluates research capability growth. 	<ul style="list-style-type: none"> • Explore possibilities to embed research in clinical services with clinical advisory groups. 	<ul style="list-style-type: none"> • Publish an annual report on local research outcomes and impact. 	<ul style="list-style-type: none"> • Publish an annual report on local research outcomes and impact.
<ul style="list-style-type: none"> • Host inaugural annual South West Research Symposium 	<ul style="list-style-type: none"> • Provide training and mentorship for staff-led research. 	<ul style="list-style-type: none"> • Publish an annual report on local research outcomes and impact. 	<ul style="list-style-type: none"> • Explore Integration of research and QI findings into service planning and clinical guidelines. 	
	<ul style="list-style-type: none"> • Host annual Research symposium 	<ul style="list-style-type: none"> • Expand symposium to include external collaborators. 		

Outcomes	<ul style="list-style-type: none"> • Growth in locally led research projects and publications. • Increased staff engagement and capability. • Evidence-informed improvements in service delivery and policy
KPIS	<ul style="list-style-type: none"> • Number of staff-led research projects initiated. • Number of publications and conference presentations. • Participation rates in research training and mentorship programs.



South West HHS leads and conducts research grounded in local needs and priorities, creating a space for innovation and evidence generation. This is the act of kindling our own fire, nurturing it, and ensuring it burns brightly for our community.

Strategic Action – Innovate

Objective – Support, identify and foster innovation, recognising that innovation emerges from history, tradition and the synergy of the other three objectives.

Key Actions

- Combine existing knowledge to create new insights.
- Translate research into practice and policy.
- Support innovation labs and translational projects.
- Empower staff to become custodians and creators of knowledge.

2026	2027	2028	2029	2030
Deliverables	Deliverables	Deliverables	Deliverables	Deliverables
<ul style="list-style-type: none"> • Work with SWHHS project management team to identify possible locally driven QI and research opportunities. 	<ul style="list-style-type: none"> • Identify and support grassroots innovation initiatives. 	<ul style="list-style-type: none"> • Publish case studies of local successful innovation initiatives. 	<ul style="list-style-type: none"> • Publish case studies of local successful innovation initiatives. 	<ul style="list-style-type: none"> • Promote presentation of innovation outcomes at national rural health forums.
			<ul style="list-style-type: none"> • Evaluate impact of innovation projects. 	<ul style="list-style-type: none"> • Develop material that promotes the intent of research and advises on what national / statewide activities that are being undertaken.
				<ul style="list-style-type: none"> • Translation of innovation into strategic planning.

Outcomes	<ul style="list-style-type: none"> • New models of care, processes and solutions developed and implemented. • Increased translation of research into practice and policy. • Enhanced culture of innovation and continuous improvement. • Recognition of South West HHS as a leader in rural health innovation.
KPIs	<ul style="list-style-type: none"> • Number of new models of care, processes, or solutions developed. • Number of research projects translated into practice or policy. • Number of staff-led innovation initiatives. • Recognition or awards for innovation.



Just as controlled fire renews the land, innovation clears away what no longer serves, making space for new growth. It is the spark that regenerates, transforms and connects – honouring tradition as each new fire is lit from the last.

The Value of Research

Research is a cornerstone of high-quality healthcare. It drives innovation, informs evidence-based practice, and when translated into practice leads to improved health outcomes for individuals and communities.

For South West HHS, research is especially critical in addressing the unique challenges faced by rural and remote populations.

Investing in research will enable South West HHS to:

- 🔥 Develop and implement locally relevant solutions to health challenges.
- 🔥 Build workforce capability and attract skilled professionals.
- 🔥 Participate in state and national research initiatives that bring resources and recognition.
- 🔥 Ensure that healthcare delivery is informed by the latest evidence and best practices.
- 🔥 Empower staff to undertake and lead research.

Foundations and Enablers

- **Governance:** Establish a transparent governance framework with a Research Committee and Working Groups as required.
- **Infrastructure:** Invest in digital platforms, data analytics and clinical trial systems.
- **Workforce Development:** Implement a Research Training and Development Framework, support GCP training and embed research in performance appraisals.
- **Funding:** Develop a business model to attract external investment and reinvest in research.
- **Recognition:** Celebrate research achievements through newsletters, awards and leadership engagement.

Barriers

- Geographic, social and educational isolation and infrastructure limitations.
- Professional isolation, workforce constraints and competing workload priorities.
- Limited commercial sponsorship and research champions.

Monitoring and Evaluation

Progress will be tracked through:

- Annual reporting on research activity, participation and impact.
- Real-time data via the QI/Research Dashboard.
- Metrics aligned with HEALTHQ32 including:
 - Research outputs and translation into practice
 - Staff enrolments in research and higher degrees
 - Staff participation in training and mentorship
 - Consumer engagement and feedback
 - Number of ethics approvals, Site Specific Approvals and clinical trials.