



FRASER HEALTH RESEARCH STRATEGIC PLAN 2014-2019

Improving quality of care
for our patients, clients and residents

WHO WE ARE

Serving a regional population of 1.7 million that resides in 20 communities from Burnaby to Boston Bar, Fraser Health is one of Canada's fastest growing health authorities with one of Canada's most diverse populations. Including 12 acute care sites, numerous residential care facilities, public health clinics, home care services and mental health care facilities, Fraser Health is a fully integrated health care system that provides services along the entire continuum of care from health promotion to palliative care. In addition, from amongst its more than 22,000 employees and 2,500 physicians, an increasing number are actively engaged in continuous learning, research and knowledge exchange activities. Already at 36% of the total British Columbia population, our region is the largest in the province and predicted to grow to 39% in the next two decades. Fraser Health is also the clinical placement arm for over 116 academic institutions from across Canada, providing training opportunities for over 10,000 students in health care related disciplines annually.

This strategic plan sets the direction for the next five years to increase our capacity to conduct research in order to ensure that our patients, clients and residents receive excellent evidence based care.

OUR RESEARCH MISSION

To promote excellence in every care experience by integrating research into practice.

OUR RESEARCH VISION

Fraser Health is a leader in developing and using research that maximizes the well-being of the people we serve - Research, Evidence, Care.

OUR RESEARCH AGENDA

Our research agenda has 5 main domains with priorities for research within each domain.



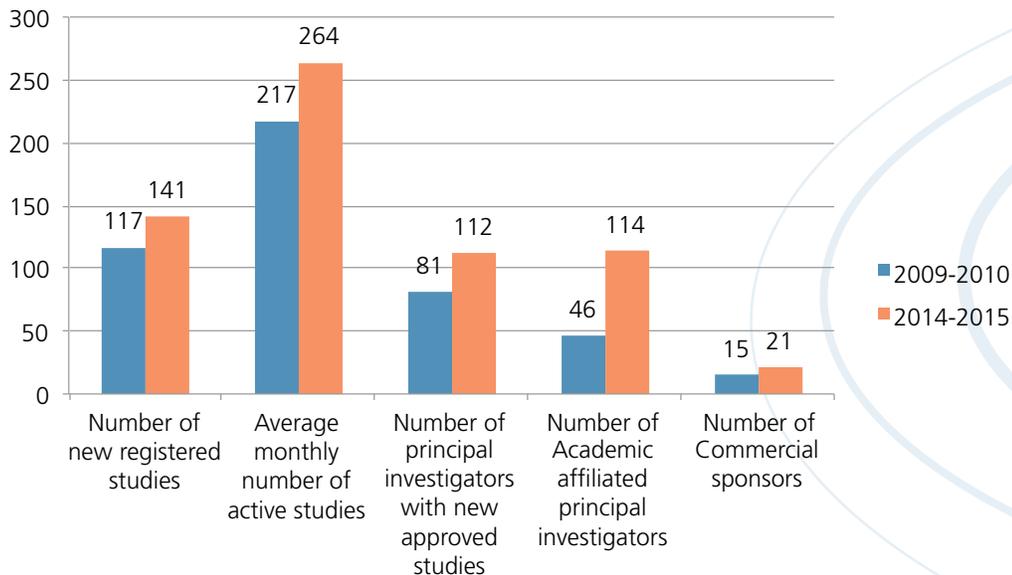


“High quality healthcare is always grounded on the outcome of research and innovation. I am excited to see the implementation of our research strategy begin.”

Dr. Andrew Webb,
Vice President, Medicine

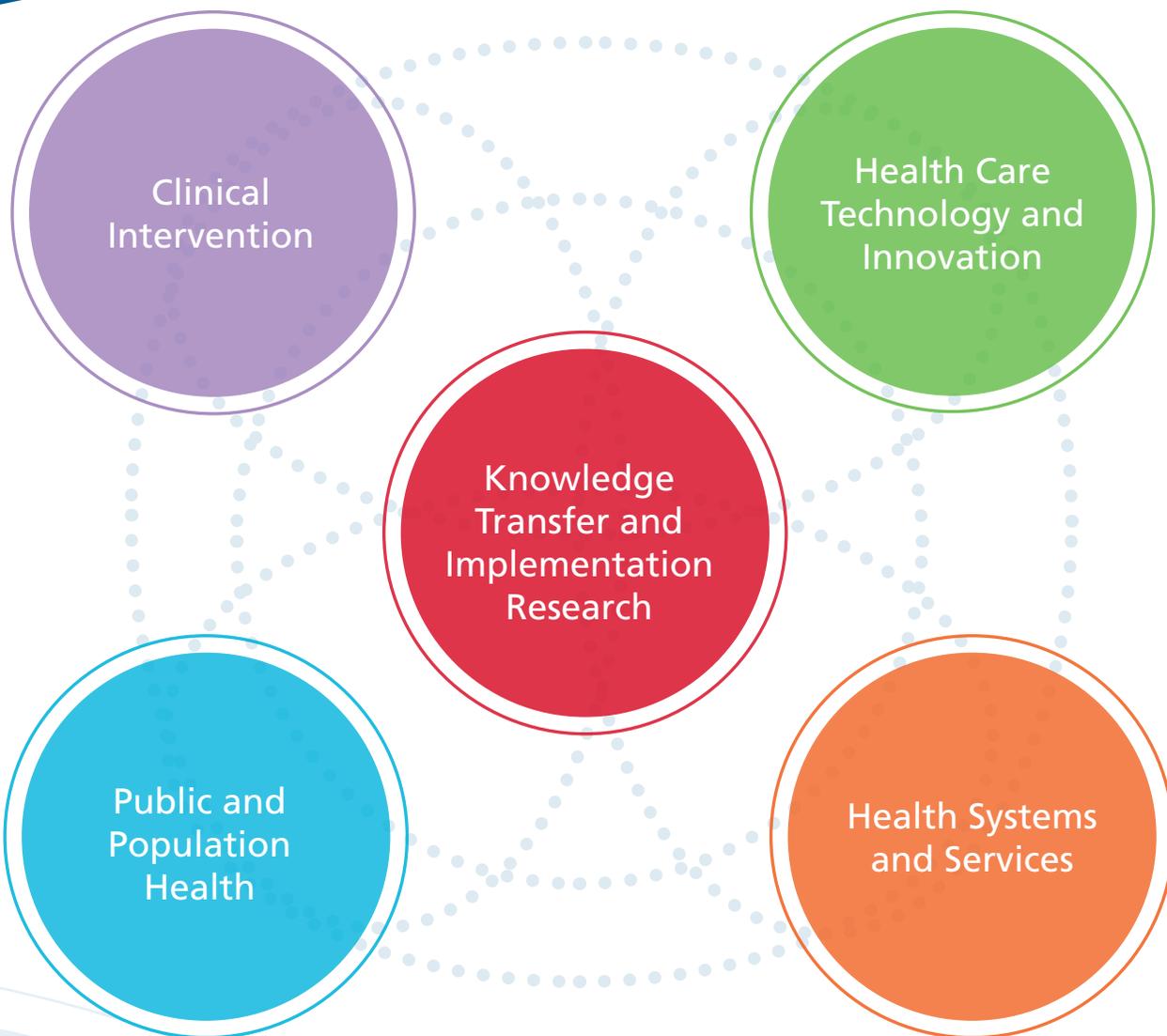
A FIVE-YEAR SNAPSHOT OF RESEARCH ACTIVITY: 2009-2014

Fraser Health’s growth in research activity over the past five years reflects our reputation as a desirable region to conduct our own ‘home grown’ research in addition to being a site where research is sponsored by faculty from academic institutions, such as our British Columbia universities, and by industry.



**Our Research Purpose:
to ensure that our patients,
clients and residents receive
excellent evidence-based care**

5 DOMAINS OF THE RESEARCH AGENDA



RESEARCH AGENDA DOMAINS AND PRIORITIES

Clinical Intervention

PRIORITIES: Research with the goal of improving diagnosis and treatment (including rehabilitation and palliation methods) for all types of illness or injury.

- Intractable symptoms in end of life care
- Trauma
- Emergency pediatrics
- Hemochromatosis
- Multiple sclerosis therapies
- Surgical procedures and devices
- Cardiac therapies
- Falls and fracture prevention in older adults
- Stroke best practice and rehabilitation
- Medication and patient safety

Knowledge Transfer and Implementation Research

PRIORITIES: Research with the goal of improving the synthesis, dissemination, exchange, and ethically sound application of knowledge to improve health, provide more effective health services and products, and strengthen the health care system as well as research with the goal of studying the effectiveness of interventions already used in care.

- Systematic reviews
- Evidence-informed decision making
- Knowledge to practice to outcomes
- Participatory research

Health Care Technology and Innovation

PRIORITIES: Research with the goal of designing improvements in technology that have the capacity to improve diagnosis and care of patients.

- Neurotechnologies
- Medical imaging
- Digital health technology
- Independent living
- Tele-pathology
- Portable medical devices

Public and Population Health

PRIORITIES: Research with the goal of improving the health of the population, or of defined sub-populations, through a better understanding of the ways in which social, cultural, environmental, occupational and economic factors determine health status.

- Vaccines
- Infectious disease
- Diverse and vulnerable populations
- First Nations
- Immigrants / refugees
- South Asian
- Healthy aging
- High risk newborns
- Preventable injuries in the workforce
- Primary care
- Quality of life

Health Systems and Services

PRIORITIES: Research with the goal of improving the efficiency and effectiveness of the health care delivery system, through changes to practice and policy. This research studies how social factors, financing systems, organizational structures and processes, health technologies, and personal behaviors affect access to health care, the quality and cost of health care, and ultimately, our health and well-being.

- Health economics
- Access to care for rural and remote communities
- Emergency department flow and congestion
- Cultural competency of services

OUR RESEARCH STRATEGIC PLAN'S PURPOSE

Simply put, our plan's purpose is to make knowledge count for our patients. Making knowledge count means that we successfully transfer evidence-based knowledge into practice and policy. Not only does this encompass the need to design systems to manage and disseminate knowledge, it also requires

evidence-based knowledge

the capacity to evaluate the quality of evidence so that sound decisions can be made that will benefit our patients.

We'll accomplish our research purpose by ensuring that Fraser Health supports program leadership in the development of research capacity, so that research is conducted at the point of care. In Fraser Health, we call these 'Research

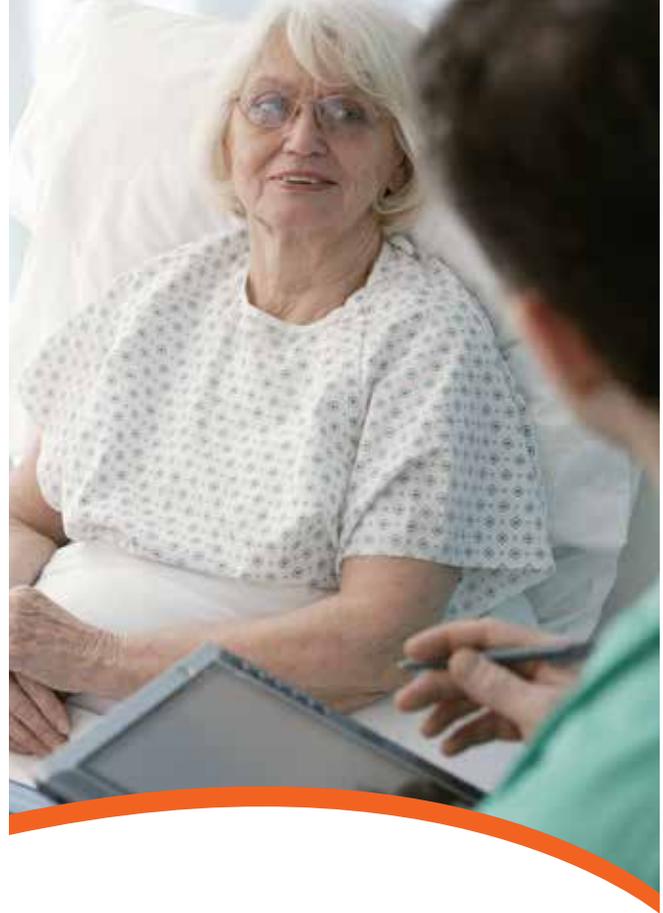
research capacity

to Practice Hubs' which are also linked to Fraser Health Quality Committees which in turn are accountable for the oversight of the delivery of quality care. Linking research within our operations illustrates how research at the point of care can produce results that are then used in practice.

Strong collaborations have been built between programs and academic partners, nurtured and sustained, reaping benefits not only for both partners but most importantly for our patients. For example, Aboriginal Health, Critical Care and Older Adult have robust and enduring partnerships with funded scholars from Simon Fraser

strong collaborations

University; End of Life and Residential Care have brought funding to their University of Victoria partners; Pharmacy Services, Professional Practice, Public Health and Rehabilitation Services have benefited from their partnerships with the University of British Columbia. Industry also partners with key clinical trial sites, including our Cardiac Services,



Multiple Sclerosis Clinic and Orthopaedic programs to develop new drugs and devices.

Most importantly, it is critical that our research be patient-centred as our health professionals and decision makers are eager to find out how beneficial existing treatments are. We will engage our patients in the decisions about research priorities and encourage our clinicians to consider the research potential of questions raised during everyday contacts between themselves and their patients.

patient-centred

In order to implement this plan, we will build on our research strengths. Ninety-one percent of surveyed Fraser Health employees value research being supported by Fraser Health. Creating a supportive research environment will ensure that our research meets the highest standards for scientific quality, conduct, and reporting in particular as we recruit talented health care providers with research backgrounds and interests.

supportive research environment

ALIGNMENT WITH

THE MINISTRY OF HEALTH SERVICE PLAN

Fraser Health's research strategic plan supports the Ministry of Health's 2014-2017 service plan to:

1. Support the health and well-being of British Columbians;
2. Deliver a system of responsive and effective health care services across British Columbia;
3. Ensure value for money.

The long term outcome of the implementation of our research strategic plan is to ensure that health care is evidence-based so that Fraser Health is providing cost-effective health care services to support the health and well-being of our population.

<http://www.bcbudget.gov.bc.ca/2014/sp/pdf/ministry/hlth.pdf>

BRITISH COLUMBIA HEALTH RESEARCH STRATEGY

The BC Health Research Strategy vision is to excel at health research in order to enable better health for British Columbians. The Plan's objectives are to:

1. Develop and enhance key foundations that support the creation and use of knowledge;
2. Create a culture of inquiry and innovation that encourages health research and its use;
3. Make BC a hub for world-class research that makes a difference.

<http://bchealthresearchstrategy.ca/>

OUR GOALS AND STRATEGIES

Make Knowledge Count

GOAL 1 Fraser Health is world-class in knowledge transfer and integration of leading edge research into practice.

Strategy: Increase use of research evidence in clinical and policy decision making.

Key Objectives

1. Implement Knowledge Implementation Scientist position.
2. Implement Knowledge Integration Specialist position.
3. Develop and disseminate Fraser Health's strategy to maximize transfer of evidenced-based knowledge into practice in order to improve quality of care.
4. Implement knowledge transfer capacity-building strategy to increase skills in the appropriate use and

application of research evidence in clinical and policy decision making.

5. Implement knowledge management system for disseminating results of research and evaluation for continuous learning to Fraser Health and external audiences, including the public.
6. Publish results of Fraser Health research including implementation of practice improvements arising from Fraser Health research.
7. Embed use of evidence in all job descriptions and performance planning so that use of research evidence in clinical and policy making becomes normative.

How Will Success be Measured?

Key result indicators include:

- % of Clinical decision support tools, (i.e. clinical practice guidelines, care paths, protocols, procedures, order sets, pre-printed orders) and policies that are developed using the GRADE

(Grading of Recommendations Assessment, Development and Evaluation) methodology for evaluating research evidence

- # of publications in high impact journals based on research evidence transferred into practice

Do Right by Our Patients

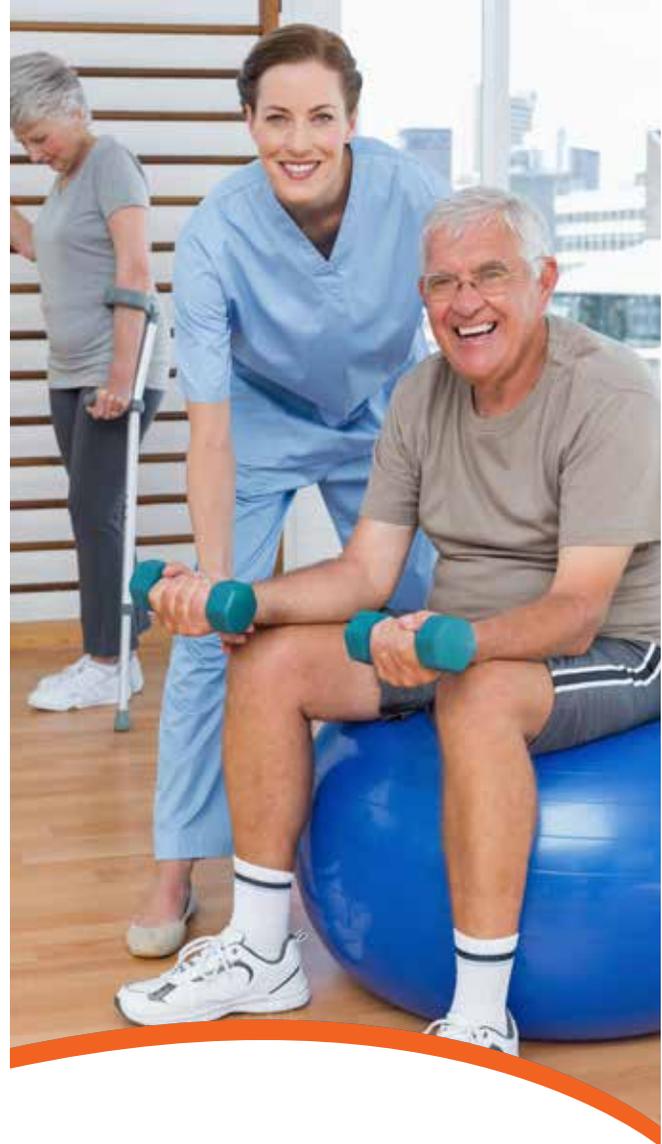
GOAL 2 Research undertaken in Fraser Health has a direct positive impact on the health outcomes and the care of the people we serve.

Strategy: Focus research in 5 strategic domains:

- Clinical intervention research
- Health care technology and innovation research
- Health systems and services research
- Knowledge transfer and implementation research
- Public and population health research

Key Objectives

1. Advance the science of PROMS (patient-reported outcome measures) and PREMS (patient-reported experience measures) effectiveness and evaluation studies in order to provide outcomes evidence for improving quality of care.
2. Measure return on investment of Fraser Health research applied to patient care using standard research impact analysis models.



3. Support research in the 5 strategic domains.

How Will Success be Measured?

Key result indicators include:

- # of changes in practice that improve health outcomes
- # of improvements in service provision

“By engaging patients in all aspects of the research process, the Fraser Health Secondary Fracture Prevention Research Team ensures that its research is relevant to the needs of individuals like me who are looking for solutions to the challenges of living with osteoporosis. I am delighted that my “patient voice” has been valued and considered every step of the way.” Larry Funnell, Canadian Osteoporosis Patient Network

Embed Research into Program Planning

GOAL 3 Each Fraser Health clinical program is actively integrating research into practice.

Strategy:

- Support program leadership in the development of research plans.
- Develop and strengthen new and existing collaborative relationships with academic and other partners to support research activities and the integration of knowledge into practice.

Key Objectives

1. Develop a research governance and planning structure for each program conducting research that is integrated within the program and that provides overall leadership for the research program.
2. Promote a research culture that values evidence-informed practice, engagement and personal accountability for the use of evidence that supports quality of care.
3. Assist each program/service to create a model for supporting research development including research space management.
4. Determine annual priorities for each research domain that will have a direct impact on health outcomes and health service delivery/operations and that balance medical and non-medical research.
5. Promote successful models of existing collaborations as 'templates/case studies' to facilitate collaboration between Fraser Health decision makers and our researchers /academic researchers/stakeholders from other public and private sectors to identify research questions that are a high priority for Fraser Health and that can generate results applicable to the health care setting.

6. Develop a plan to secure academic appointments for Fraser Health researchers.
7. Foster research collaboration within and across Fraser Health programs.
8. Continue collaboration with the University of British Columbia Faculty of Medicine in providing research support to family practice residents.

How Will Success be Measured?

Key result indicators include:

- % increase in programs/services with research governance structures
- % increase in programs with research incorporated into service plans
- % increase in new research studies whose research results are used to inform practice

Conduct Patient-Centred Research

GOAL 4 Fraser Health patients/clients/residents are involved in research planning and development.

Strategy: Increase public participation in research planning activities.

Key Objectives

1. Provide patients and the public with the best and latest information on the costs, effectiveness and impact of developments in Fraser Health research.
2. Implement a model/process of patient engagement in research planning, informed by international/national models of patient engagement.

How Will Success be Measured?

Key result indicators include:

- % of research studies involving patients on research planning teams

Building on our Research Strengths

GOAL 5 Fraser Health research activities are recognized, sustainable and growing.

Strategy: Maintain a supportive research environment that will attract and retain excellent health care providers with an interest in research and its direct application to patient care.

Key Objectives

1. Implement a competency-based framework/pathway for health professional and clinician scientists to develop their research career as part of the Fraser Health research community.
2. Create diversified research funding opportunities.
3. Continue to develop research competencies.
4. Develop and implement a 'roadmap' for Fraser Health researchers to ensure they obtain the 'right' information at the 'right time' and in the 'right way'.
5. Create opportunities for Fraser Health health care providers to participate in and lead research and build collaborative teams.
6. Expand the Fraser Health Research communication strategy and disseminate widely within and outside of Fraser Health in order to inform, support and celebrate our researchers.
7. Develop a 'roadmap' for industry sponsors to ensure processes for ethical and contract review and study start up are efficient and time to study start up is minimized.
8. Work with Informatics, Health and Business Analytics, and other Fraser Health service departments to develop clear supports and processes for researchers.
9. Ensure research studies meet national and international standards and regulatory requirements.
10. Develop a coordinating centre for industry and academic funded studies.
11. Utilize opportunities arising from Fraser Health's partnership in the Canadian Institutes for Health Research Strategic Patient-oriented Research (SPOR) initiative.
12. Ensure efficient access to recruitment of research support staff.
13. Promote, reward and celebrate use of evidence in practice and decision making.



How Will Success be Measured?

Key result indicators include:

- # of new funding opportunities to support Fraser Health researchers
- % increase in # of Fraser Health (funded and unfunded) principal investigators

OUR RESEARCH IMPACT: The Benefits of Fraser Health Research to Our Patients, Clients and Residents

Some examples of Fraser Health research studies that are demonstrating a positive impact on the care that our patients, clients and residents receive are described below.

RESEARCH BENEFITS

RESEARCH TOPIC	BENEFIT
Critical Care: Ventilator Technology	Fraser Health-Simon Fraser University research aims to reduce negative outcomes of lengthy 'ventilation' by helping to stimulate the diaphragm and support breathing
End of Life Care	Research will lead to effective decision making using technology to help manage pain and delirium related symptoms at end of life
Falls and Fracture Prevention for Seniors	Vitamin D protocol implemented and evaluated; best practice care for residential care patients established Planning project (international collaboration) developed a systematic, evidence based approach to secondary fracture prevention for osteoporosis related fractures in BC Fraser Health-Simon Fraser University research to improve hip protector efficacy and to identify causes of falls
Joint Replacement	Fraser Health-University of British Columbia outcomes research will identify drivers of patient satisfaction for total knee arthroplasty
Neurology	Research showed that regular cleaning by nurses of the mouth of hospitalized adult patients with an injury to their nervous system who are unable to perform mouth care on their own resulted in a decrease in hospital-acquired pneumonia Burnaby Hospital Multiple Sclerosis Clinic patients participate in 30 clinical trials to develop new therapies to manage the symptoms of this disease
Public Health: Infection Control	Fraser Health is one of two Canadian sites for an industry-sponsored Clostridium difficile trial to find a new vaccine for this infection of the intestine

CONCLUSION

The development of this strategic plan builds upon research capacity development, the successes of individual researchers over the past nine years and the input of many of our Fraser Health stakeholders. The contribution of many research 'champions' has made it possible for research to flourish in our large and complex health authority. Fraser Health now has the momentum to move forward into a new era of research development, one that is able to build on our strengths with the commitment to conduct research that will benefit our patients, clients and residents.



Questions?

Please contact the Department of Evaluation and Research Services (DERS)

http://research.fraserhealth.ca/about_us/contact-us/

