

Research strategy 2017-2025



About the research strategy

Helse Stavanger HF, Stavanger University Hospital (SUS), currently provides specialist health services to a population of 360 000, and has approximately 7500 employees. Research is one of the hospital's four main statutory tasks.

Status 2016: More than 200 scientific articles are published annually, and 16 doctoral degrees were completed in 2016. In the hospital's scientific publications, the University of Bergen and the University of Stavanger are our most important academic partners. We account for 4.4 per cent of the total research production for the country's health trusts, and we have approximately 100 full-time equivalents engaged in research. SUS spends around 1.6 per cent of total operating costs on research.

The hospital has an extensive international research collaboration - with foreign co-authors on more than half of the research articles. This is our good starting point for a new research strategy and further development.

The research strategy is based, among other things, on CIS's strategy 2013-2017, the Western Norway Regional Health Authority (Helse Vest)'s research strategy and Helse Vest's strategy "Helse 2030". The strategy is also based on HelseOmsorg21, which is the national research and innovation strategy for health and care.

Perspective: The research strategy is designed with a long term perspective so that it captures the period until the new hospital is completed in 2023 - and highlights how we will achieve the objectives for the research in 2025.

Innovation and teaching are not included as separate topics in this strategy. These two areas are nevertheless important for research and are also closely linked to the research strategy.

Vision

Research at SUS should be an integral part of diagnostics and patient treatment at all hospital units. It will strengthen clinical work and strengthen our position as a university hospital. The research must be of a high international level.

Our continuous goals and tasks

- Helse Stavanger shall conduct excellent *research and patient treatment*.
- A good *research culture* must characterise the entire organisation. The research culture must be safeguarded at all management levels and anchored in operations. Applicable international guidelines, national legislation, research ethics and data protection shall form the basis for all research at the hospital.
- *Users* must be involved in all phases of the research.
- We will *disseminate and* share the research results so that they reach out to our own hospital, to employees in the health service in general, patients and the public. Innovation and business development should be part of this.
- We will strive for *quality* in all our research areas. Publications based on peer reviews shall be our most important quality indicator.
- We will contribute in *cooperation regionally and nationally*, including developing synergies in health-related research. The cooperation will be strengthened in relation to the primary health service, health trusts, universities, other research institutions and industry.
- We will increase our *international cooperation* through networks, researcher mobility, publications, and external funding. The international cooperation will include research programmes initiated by the EU/EEA and target global health challenges.
- The hospital will conduct good *research training* and actively recruit research talents. The hospital will ensure good support functions, research training courses and good guidance during the research career.
- The hospital will facilitate the co-use of advanced *research infrastructure*.

Key strategic points 2017-2025

Stavanger University Hospital shall:

1. create stronger research groups
2. strengthen clinical research
3. improve research organisation and support functions
4. expand our international research collaboration
5. Active collaboration with users on the research
6. integrate research in all parts of new hospital (CIS 2023)
7. develop research within priority areas for hospital operations

1. Create more strong research environments

SUS will:

- a. Stimulate the establishment of more strong and outstanding research environments in cooperation with other institutions nationally and internationally.
- b. Prioritise resources openly for research and support our strong and excellent research environments.
- c. Facilitate career development in research.

2. Strengthen clinical research

SUS will:

- a. Ensure that line managers fulfil their responsibilities as facilitators of research.
- b. Enable researchers to combine clinical work and research.
- c. Strengthen research aimed at transferring knowledge from basic research to practical application in patient treatment (translational research).
- d. Facilitate the establishment and increased use of health registries for research purposes.
- e. Stimulate the establishment of more general research biobanks - and facilitate operation and utilisation of the biobanks.

3. Improve research organisation and support functions

SUS will:

- a. Further develop cooperation with the University of Bergen and the University of Stavanger through organisational and administrative systems and better research infrastructure.
- b. Further develop the research groups at the hospital through
 - i. strengthened competence in research groups beyond the PhD level - including the establishment of own research positions.

- ii. expanded collaboration between groups internally and externally, between clinical and basic environments - and increase interdisciplinarity.
 - iii. to place more emphasis on research ethics and research culture.
 - iv. research management and supervisory competence in cooperation with universities.
- c. Support the areas that the research groups themselves define and prioritise based on their resources, expertise, professional advantages and which are prioritised by the clinics.
 - d. Support research communities by developing centrally organised support functions such as bioinformatics, data capture - as well as improved infrastructure such as areas, equipment and test environment/lab.
 - e. Support research groups with innovation competence, so that we make better use of the research results' innovation potential and the potential for business development.
 - f. Establish research posts that all clinical research environments can use. Develop support functions related to this - including increased participation in multicentre studies. Consider establishing more research posts.
 - g. Work to significantly increase external funding.
 - h. Work to increase the prioritisation of resources for research in the annual budgets.
 - i. Provide support for important research results being disseminated and implemented.

4. Expand our international cooperation

SUS will:

- a. Increase our participation in international networks through increased participation in the EU Framework Programmes and other international initiatives.
- b. Strengthen researcher support for applications for international research funding.
- c. Stimulate increased international mobility of researchers by recruiting hospital staff to other research institutions, and by recruiting top international researchers to SUS.
- d. Strengthen and develop defined research programmes in collaborating low-resource countries (global health).

5. Active collaboration with users¹ on research

SUS will:

¹ HelseOmsorg 21: *User participation in research to increase the relevance of research. Users then understood as users of the knowledge and users of the services.*

- a. Involve users in the planning and implementation of clinical research. We want to develop models for real and appropriate involvement, so that the needs of patients and other users are better expressed.
- b. Create a reference group for user participation.
- c. Develop competence through a co-research school for involved users.

6. Integrate research into all parts of new hospital (CIS 2023)

SUS will:

- a. Work to establish a clinical master's programme in medicine that will contribute to the development of research at SUS in all disciplines.
- b. Work for a common arena for laboratory research with CIS, universities and private individuals.
- c. Facilitate the establishment of a regional simulation centre and take a national position in selected areas.
- d. Ensure integrated research areas in the new hospital at both Ullandhaug and Våland.

7. Develop research within priority areas for hospital operations

SUS will:

- a. At all times also facilitate research within the general focus areas of operations - which are prioritized by the hospital's management.

Research objectives at Stavanger University Hospital in 2025

The research strategy specifies how we will achieve our goals. We have formulated these based on the current situation and clarified them through measurable quantities.

The specific objectives of the research at SUS in 2025 are:

- increase the number of publications by approximately 50 per cent from 200 to more than 300 per year
- maintain publishing quality with more than 25 per cent in level 2 journals and more than 50 per cent international co-authorship
- increase the number of PhDs from approximately 15 per year to stable over 25
- increase the number of employees with postdoctoral fellowships from 12 to over 20
- increase the number of professor-competent employees from 30 to more than 50
- own research positions affiliated with all approved research groups
- to participate in at least three active EU projects at any one time – at least one of which is led from the CIS
- increase our share of annual regional research funding from the Western Norway Regional Health Authority, from 20 to more than 30 per cent
- that the external research funding from national and international sources should be larger than the research funding from the Western Norway Regional Health Authority
- to increase research-based innovation with at least five patents and commercial agreements annually
- to be a nationally leading and international spearhead in simulation research
- that a clinical study programme in medicine has been established - with associated research in all relevant fields
- establish a Centre of Excellence (CoE)²
- that overall internal and external funding for research increases. Today, total resource use is equivalent to 1.6 per cent of total operating costs – the goal is to reach the national average, which in 2016 is 2.6 per cent.

² The CoE scheme is the Research Council's ultimate instrument for promoting quality in Norwegian research. A long-term perspective is important here. The goal is concentrated, focused and long-term research efforts at a high international level - with research training and international cooperation as important secondary goals.

Implementation of the strategy

The strategy shows how we will work towards our concrete goals for 2025. It is a relatively long horizon and requires a dynamic approach. The strategy provides direction for our research efforts and includes expectations related to management responsibility for continuous prioritisation.

The implementation action plan will be developed annually, in conjunction with the "annual cycle of research", the annual budget process and results achieved. SUS's priority areas for hospital operations must be integrated into the plan. The annual action plan for research must be completed before the year starts - and be sufficiently concise and concrete for active use.

The Research Director is responsible for preparing the annual action plan for research.