

Long-Term Plan for Research

Sunnaas Hospital Health Trust

2022 - 2025

Sunnaas Hospital Health Trust offers highly specialised rehabilitation to people who have experienced serious illness or injury. Sunnaas Hospital is Norway's largest specialist hospital in physical medicine and rehabilitation. The health trust mainly serves regional health needs, but it also serves many national functions. The health trust is home to tertiary education positions within education and research, has an active innovation and research environment with national and international networks, several academic part-time positions in health sciences, sports, medicine and psychology (through OsloMET, the University of Oslo and the Norwegian School of Sport Sciences) as well as hosting guest professors from many foreign universities. The health trust contributes greatly to education and research in the field of rehabilitation and publishes approximately 60-70 peer-reviewed scientific publications per year. Users and user organizations are heavily involved in both clinical trials and innovation projects.

Sunnaas Hospital aims to further develop its status as the country's leading professional environment in specialised rehabilitation based on our business concept, our statutory tasks and assignments given to us by our owner enterprise. Strategic Goals for 2035:

Highly specialised rehabilitation: *Sunnaas Hospital offers effective, highly-specialised rehabilitation services to return patients to their loved ones and to participate in society as much as possible.*

Dissemination of competence: *Sunnaas Hospital is a vital service provider of rehabilitation competence in Norway, through evidence-based patient treatment in interaction with users, universities, university colleges and other relevant operators.*

Excellence in research and innovation: *Sunnaas Hospital is a prominent national and international operator in the field of rehabilitation R&D.*

Ongoing goals and tasks

1. Research, education and innovation shall be an integral part of the hospital's activities and shall contribute to evidence-based practice, which will lead to better functional diagnostics and treatment. Research and clinical activity should mutually strengthen each other, and the research should contribute to answering new questions of relevance to the hospital's treatment programmes. Users are always invited to and involved in the planning and implementation of research. We will allocate time and resources to research, and we work purposefully to increase external research funding.
2. A good research culture – founded on the hospital's core values of professionalism, commitment and enjoyment – shall characterise the organization. Good research ethics and safeguarding privacy and data security shall form the basis for all research at the hospital. Gender equality and an open and inclusive working environment are important prerequisites for achieving good research. The research environment at the hospital will be strengthened by actively facilitating increased interdisciplinary research collaboration both internally and with external operators.
3. Sunnaas Hospital shall be active and visible in social dialogue that creates awareness of current issues in rehabilitation and disability by actively disseminating and sharing research results online (sunnaas.no) and in various forums for patients, society, and for users and their loved ones, in addition to publishing in scientific journals. The hospital will strive to publish in

journals with open access to make our research results as accessible as possible, in line with guidelines set by the national authorities and our research funders.

4. Sunnaas Hospital shall deliver high-quality research in specialised rehabilitation and related disciplines. Our publications in peer-reviewed journals and allocation of research funding through competitive external research funding on the indicators we use to assess quality. Furthermore, the quality of the research and the researchers' contributions must be evaluated in accordance with the San Francisco Declaration on Research Assessment (DORA).
5. Sunnaas Hospital shall be an active driving force in regional and national research collaborations, including developing synergies between different environments and disciplines within rehabilitation. Interdisciplinary research collaboration is a priority area, as well as strengthening cooperation with universities and university colleges. The hospital will also support research-based innovation.

Objectives: Research Plan for 2022-2025	Measure no.	Measures for 2022
1. Strengthen interdisciplinary and clinically oriented research		
a. Stimulate interaction between research and clinical activities by facilitating appropriate meeting places and combined positions between research and clinical practice.	I	Further develop existing arenas for collaboration to ensure a common understanding, and develop our platform for integrated collaboration between users, clinics, research and innovation.
	II	Preliminary clarification of expectations with regard to time frames, expertise, resources and financing in research and innovation projects
	III	Evaluating our mandate and the composition of our Professional Clinical Research Council
b. Ensure clinically oriented research by increasing the number of clinical trials and increasing the number of patients for clinical treatment trials	I	Increase the number of clinical trials by 15% compared to 2020 levels.
	II	Increase the number of patients enrolled in clinical treatment trials by 15% compared to 2020 levels.
c. Further develop and strengthen research activity for various functional areas	I	Strengthen collaboration between the Movement Labs at Sunnaas and OsloMet, through through part-time academic positions
	II	Strengthen collaboration between the clinical-physiological lab and the Norwegian School of Sport Sciences
	III	Apply for competitive research funding for projects related to the Movement Lab and clinical physiology labs

d. Stimulate health services research, as well as research in quality, patient safety and improvement	I	Commence research study on the National Locked-In Syndrome Registry
	II	Research on the quality data Sunaas has collected from the Substance Abuse & Psychiatry Project
	III	Prepare projects linked to the new quality register at Sunnaas
	IV	Publish the data from the Vital Project (Patient safety and falls)
e. Contribute to the support and development of evidence-based treatment programmes	I	Researchers are part of interdisciplinary groups that contribute to the evaluation and improvement of the evidence base in the hospital's treatment programmes
f. Implement new methods and technological solutions in clinical trials	I	Apply for research funding for at least one new clinical treatment study that uses new methods or technological solutions
	II	Commence randomised controlled trial using VR and advanced activity monitoring
	III	Commence randomised controlled trial on the use of hypnosis in the treatment of acquired brain injury
	IV	Conclude data collection for the Innowalk Project
g. Further develop and strengthen the research department's role in the development and implementation of evidence-based practice in clinics, and as a key link between research and clinical activities	I	See the specific measures under a and e
h. Evaluate and further develop the role and function of the thematic research groups, and the relationship with innovation activities in similar areas	I	Carry out an evaluation of the thematic research groups
i. Ensure that the research has a clear patient perspective and that user involvement in research is safeguarded	I	Ensure user involvement in the planning and implementation of all new clinical trials at Sunnaas, in accordance with national guidelines for user involvement in health research in the specialist health service
j. Establish a permanent and long-term staff of senior researchers to ensure quality and continuity of research	I	Strengthen executive competence in the research department with a senior researcher in 2022
	II	Collaborate with the university on combination positions, and establish at least one such collaboration in 2022.
	III	Put <i>academic career plans</i> as a topic in our employee appraisal reviews for PhD candidates and employees with PhDs at the health trust.

2. Strengthen research in cooperation with national and international operators		
a. Support curiosity-driven, long-term research by creating good collaborative processes and predictable frameworks for excellence in the field	I	Motivate young clinicians to test a possible research career through smaller research and development projects
	II	Plan major research initiatives with sub-projects where researchers and clinicians can be involved to a greater or lesser extent in different periods of the project
	III	Plan major research initiatives with sub-projects where student assignments in collaboration with different universities can be included as parts of the project
	IV	Contribute to systematic academic competence development at all levels, including bachelor, master and PhD
b. Establish the Sunnaas Rehabilitation Cluster, a center for research-based innovation, in collaboration with academic partners, municipalities and industry partners	I	Further concretisation and establishment of the Sunnaas Rehabilitation Cluster
	II	Establish cooperation agreements between universities, industry and municipalities
	III	Establish areas and arenas of cooperation, where the SRC model can be tested in practice in collaboration with OsloMET
	IV	Obtain financing for parts of SRC's operations
c. Take the initiative to assist in regional and national research collaborations in the field of rehabilitation	I	Ensure that there are partners outside the hospital and outside Norway in all new research projects

	II	Strive for international co-authorship of 3/4 of publications published by the hospital
d. Further develop international arenas for cooperation, including through the use of visiting professors, targeted networking and researcher mobility and secondments.	I	Continue agreements with guest professors
	II	Carry out at least one visiting researcher stay abroad per year for one of Sunnaas' researchers
	III	Invite at least one international visiting researcher to Sunnaas in 2022
e. Establish cooperation with internationally renowned researchers/research communities in all research areas	I	Probe new international arenas for research collaboration
	II	Review of visiting professorships with regard to areas of research at Sunnaas Hospital
f. Increase the degree of external research funding	I	Arrange a writing seminar to strengthen competence in application writing
	II	Quality assure research and innovation applications through systematic use of internal and external review processes.
	III	Increase external funding of research projects compared to 2020 by 50%
g. Expand national and international cooperation on multicenter trials.	I	Take the initiative and contribute to at least one international multicenter trial for spinal cord injuries in 2022
h. Strive for international cooperation in all projects seeking external funding	I	All projects applying for competitive funding, must include at least one active international researcher as a partner
	II	All PhD projects must strive to include at least one international supervisor or international partner in the project
3. Further develop infrastructure for data management, data analysis and data sharing		
a. Be a driving force and active participant at regional and national levels, for the establishment of a quality register for rehabilitation	I	Project management
	II	Active role in the design of the national register
b. Using collected registry data in research and innovation	I	Publish at least one scientific article on data collected from the National Locked-In Registry
	II	Publish at least one scientific article on data collected from the Substance Abuse & Psychiatry Project
	III	Publish at least one article on data collected in the Norwegian Spinal Cord Injury Registry (NorSCIR)

	IV	Publish at least one scientific article on data collected in the large international spinal cord injury study (InSCI)
c. Stimulate the development and use of artificial intelligence in clinical research.	I	Initiate cooperation with universities, industry and active research communities that develop new technological solutions based on artificial intelligence
d. Ensure necessary access to advanced infrastructure for researchers through the co-use of expensive and complex equipment and expertise at the various laboratories in the hospital.	I	
e. Support researchers with practical and secure ICT systems for research.	I	Introduce the HSØ regional ICT research platform
f. Strengthen the researcher's access to research support functions	I	Establish a part-time employment agreement for a statistician affiliated with Sunnaas Hospital
	II	Establish a system of administrative support for clinical trials
	III	Establish a support function for budgeting and financial reporting
4. Target recruitment to research and systematic career follow-up of researchers		
a. Contribute to relevant research training in cooperation with the academic institutions.	I	Provide guidance for PhD candidates: Everyone with a PhD in the Research Department must contribute as a supervisor for at least one PhD candidate.
b. Actively recruit research talents and offer good guidance throughout their research careers.	I	Advertise PhD positions internally and externally for projects where there is no clear candidate
c. Establish support schemes for career development of young researchers	I	Advertise competitive PhD positions internally in the health trust
	II	Establish a scheme for internal announcement of salary funds for buy-outs in connection with the writing process for competitive research funding
	III	Establish a mentor scheme for young researchers at the health trust
d. Contribute to more researchers with doctoral degrees qualifying for externally funded research positions and postdocs, and become supervisors for PhD candidates	I	Targeted guidance and advice of PhD candidates at the end of the PhD course with regard to future career paths in research
	II	Arrange research application-writing courses for PhD candidates and young researchers with PhDs

	III	At least two senior researchers will complete PhD supervisor courses in 2022
e. Facilitate shared positions between research and clinic after completion of the PhD degree.	I	Describe the framework for clinical and academic career path in the health trust's personnel policy.
f. Stimulate a greater degree of internationalisation through the establishment of international research networks, researcher mobility and secondments	I	Participate with scientific presentations at two of the largest international conferences and meetings in the field of rehabilitation
	II	Expand international relations and networks.
	III	Encourage and facilitate a PhD candidate to work at a foreign institution
g. Increase the recruitment of international researchers.	I	Advertise research positions externally, nationally and at least in the Nordic region
	II	Actively strive to connect with at least three new international researchers in at least two specific projects in 2022
h. Strive for academic competence in or affiliated with all departments and rehabilitation programmes	I	Describe the need for academic competence in the short and long term at Sunnaas Hospital
	II	Reconcile academic competence with the clinic's needs and the hospital's strategic objectives.
	III	Increase internal competence through collaboration with external professors.

5. Lifelong learning		
a. Continue and strengthen cooperation with universities and university colleges in education, research and innovation	I	Continue agreements on academic part-time positions at OsloMet, the University of Oslo and the Norwegian School of Sport Sciences
	II	Continue agreements on visiting professorships from foreign universities
	III	Strengthen cooperation through participation in specific sub-projects in the Sunnaas Rehabilitation Cluster initiative
b. Be an attractive arena for students in basic education, further education and specialist training and research training.	I	Offer master's theses at universities
c. Contribute to the development and implementation of evidence-based education in the health sciences, medicine, psychology, sports physiology and medical technology	I	

d. Offer internships, student assignments and hands-on training, education and learning.	I	Actively contribute to the management and supervision of student assignments at bachelor, master and PhD levels
	II	Offer internships to universities within the subject areas at Sunnaas
	III	Use the part-time academic positions at Sunnaas as an active link between hospitals and students
6. Work purposefully to make rehabilitation research visible and accessible		
a. Work purposefully to increase knowledge about and importance of research dissemination among researchers at the hospital	I	Prepare a research communication plan
	II	Actively contribute to the profession-to-profession initiative (fag-til-fagsatsningen) at the hospital
	III	Systematically disseminate information about research in progress on the hospital's internet and intranet
	IV	Arrange a communication seminar for researchers in 2022
b. Strive to publish in Open Access journals, to make research results as accessible as possible, in line with guidelines from national authorities and research funders	I	
c. Disseminate experience and results from research and innovation, also through non-scientific channels such as workshops, media, courses and webinars	I	Researchers must contribute actively as lecturers at internal and external meetings
	II	Research will be a visible part of Sunnaas' social mission in 2022 through interviews, presentations and digital platforms
	III	Use results from research and innovation in the teaching of students at universities and university colleges
	IV	Disseminate research results to user organizations

More about the Long-term Plan for Research at Sunnaas Hospital Health Trust 2022-2025

The Long-term Plan for Research for Sunnaas Hospital 2022-25 was adopted on 19.11.2021 and will be followed up through rolling annual action plans.

This document was prepared in accordance with:

Our internal guidelines:

Strategic Plan 2019-2035, Sunnaas Hospital Health Trust

Long-term Plan for Innovation 2018-2022, Sunnaas Hospital Health Trust

Development Plan for 2035, Sunnaas Hospital Health Trust

Regional guidelines:

Regional Development Plan for 2035, Southern and Eastern Norway Regional Health

Authority

Regional sub-strategy for research in the Southern and Eastern Norway Regional Health

Authority

National guidelines:

Long-term Plan for Research and Higher Education 2019-2028

The HelseOmsorg21 Strategy

National Health and Hospital Plan 2020-2023

National Strategy for Artificial Intelligence

National Strategy for Personalised Medicine in the Health Services, 2017-2021

Action Plan for Clinical Trials 2021-2025, Ministry of Health and Care Services