

# Long-term plan for research 2018–2021

Sunnaas Hospital HF

For board evaluation March 20th 2018



# Introduction

The long-term plan for research Sunnaas Hospital HF 2018–2021 has been prepared on the basis of research strategy 2013–2016, which in turn builds on previous research strategies since 2003, prepared according to international assessments under the auspices of the Research Council of Norway in 2002 and 2010, and will contribute to reaching the hospital's adopted strategic goals towards 2030.

## Sunnaas Hospital HF in 2030:

- is a highly specialized national rehabilitation hospital, and a knowledge-based concept for rehabilitation which other providers throughout the treatment chain can participate in and work after.
- is among the 10 best hospitals in Norway in surveys on patient experiences
- strengthens the patient's competence about their own condition and ensures that patients throughout the country have access to knowledge-based rehabilitation services and modern technology
- is a prominent international provider for rehabilitation research and innovation
- documents effect on activity and community participation, and cost effectiveness, for all of their rehabilitation programs

For research at the hospital, the strategic goals include that Sunnaas Hospital combines at all times knowledge-based practice with development, innovation and research work, with greater strategic integration, among other things by having coordinated goals, developing and using common infrastructure and better matching the use and development of professional competence.

Each year, the hospital contributes with about 40–50 scientific articles and 1–4 doctoral degrees. The work within specialized rehabilitation is more interdisciplinary than most other medical disciplines, and it is therefore particularly necessary that all academic professions at Sunnaas Hospital acquire research competence and conduct active research. The hospital also conducts research on rare diagnoses through the TRS competence Centre for rare diagnoses.

*Sunnaas Hospital is the largest special hospital in rehabilitation and physical medicine in Norway, and treats approximately 3000 patients per year. The patient services are based on interdisciplinary competence, and the target groups are patients with complex loss of function after illness and injury. Sunnaas Hospital offers highly specialized rehabilitation, this includes, among other things, the hospital innovating and testing new technology, contributing to research, dissemination of expertise and professional development in the rehabilitation field also outside the hospital walls.*

## The hospital's concept:

- *Sunnaas Hospital offers and develops highly specialized rehabilitation that the patients and communities benefit from, and*
- *Sunnaas Hospital makes others become better.*
- *Research and education is important for the organization, and the hospital has university functions.*

*Collaboration with the university and college sector through strategic positions, is important, partly to enter the education system for different academic groups, and partly to gain access to good research environments and research resources. All of the above positions at Norwegian universities and colleges are financed through the budget for the research department, Sunnaas Hospital HF.*

*Sunnaas Hospital HF relies on national and international collaboration to maintain the status as a national leader in rehabilitation medicine, and encourages both to organizational and personal contacts and ways of collaborating. International collaboration projects, such as the SIN collaboration, the Stockholm Rehab collaboration, the multinational InSCI collaboration, etc., is continued. The arrangement with guest professors for various academic professions at the hospital, provides the hospital with a unique network of contacts among highly recognized international professionals and institutions, and the costs of this arrangement is relatively modest.*

*In addition to other contacts, the guest professors can contribute to increased quality in external applications as well as to multinational research projects.*

*Users are involved in many of the ongoing studies at Sunnaas, either through patient organizations or representatives from the hospital's user committee. User participation in research will contribute to improving the quality of research, the benefits of research, and can increase participation in clinical trials and make research more relevant to the patients themselves. The user involvement in each research project must be evaluated internally, as it is also usually done externally.*

# Long term goals 2018–2021

## *Sunnaas Hospital will*

### **1. Maintain and strengthen collaboration with the university and college sector by:**

- a) Continuing the affiliation and collaboration with the University of Oslo by maintaining professors and amanuensis positions at the University of Oslo, respectively. The Faculty of Medicine and the psychology department, as well as secondary positions at the department of special education and the nutrition department. Two postdoctoral positions at the Faculty of Medicine are used for internal positions in combination clinic/research.
- b) Continuing the affiliation and collaboration with OsloMet – Oslo Metropolitan University, by maintaining three secondary positions within health subjects, and establishing secondary positions in social care science.
- c) Continuing the affiliation and collaboration with the Norwegian college of sports science (Norges idrettshøgskole) increasing to two secondary positions. D) evaluation of other strategic positions.

### **2. Strengthen national and international collaboration**

By:

- a) Stimulating to increased collaboration with the university hospitals, and to a particular extent with OUS.

- b) Maintaining the guest professor arrangement so that the hospital has connections to renowned international institutions and professors for various academic professions and subject areas.
- c) Continuing international collaboration projects.
- d) Encouraging to participation in international multicenter studies.
- e) Seeking international collaboration in all new research projects/publications.
- f) Ensure that the hospital is represented in positions or nominations to the boards of recognized international professional bodies, such as international specialist organizations.
- g) Facilitating active international participation in selected strategic congresses.
- h) Facilitating research stays abroad for PhD/postdoctoral scholarships from Sunnaas Hospital HF.

*success of the research is predictability with basic funding over some time. In order to improve the quality of research applications, the application process must be improved by setting internal deadlines for applications well in advance of official deadlines, further encourage the active use of the research support department for HSØ, more use of guest professors filling out the applications, as well as the use of an internal group consisting of the leaders for the thematic research groups plus the research director.*

*In recent years, there has been an increase in both the number of innovation projects that turn into research projects, corresponding research projects that turn into innovation projects (both products and services). There is great potential for further development of the collaboration between research and innovation, both by considering the innovation potential in all research projects, and by considering the research potential in all innovation projects.*

*Sunnaas Hospital HF has so far not managed the research content by announcing research funding in priority areas, which would be desirable. For example, research in children, locked in syndrome and interaction may be relevant focus areas that may require internal funding. We will propose to start with such a strategic initiative by converting the two postdoctoral positions at the Faculty of Medicine to combined clinic/research positions at Sunnaas, and we will propose to give priority to doctors in the first place with a view to educating the future academics combined with research in selected strategic areas.*

### 3. Ensure user involvement and a patient perspective in research by:

- a) Facilitating the inclusion of users' experiences and knowledge in all phases of the research process.
- b) Ensuring that patients in the organization are included in the ongoing research activity.
- c) Making sure that the research carried out in the organization will contribute to helping our patients receive highly specialized rehabilitation based on the latest knowledge base.
- d) Ensure that the research supports the clinical offer.

### 4. Strengthen research funding

By

- a) Influencing external stakeholders and decision-makers on the usefulness and relevance of research.
- b) Having total funding for research at a relatively similar level to that at Oslo University Hospital (calculated by NIFU).
- c) working to ensure that 30 % of the total budget for research is external funding.

*Helse Sør-Øst's goal is to use 5 % of the total budget for research purposes, and the individual hospitals are recommended to follow the same goal. Sunnaas Hospital HF has had great ambitions to invest in research activities since 2003, and is according to NIFU STEP among the HFs that invest the most. The goal for Sunnaas Hospital HF has been to be "equivalent to the university hospitals", which, however, varies relatively widely, with OUS at the top of around 10 %, a goal that should also be a goal for Sunnaas, as the sum of internal and external funding. A clear prerequisite for the*

d) Ensure high quality in research applications for external funding, especially applications for Helse Sør-Øst, the Research Council of Norway, ExtraStiftelsen and EU funding, including establishing closer contact with the regional research fund department HSØ.

e) Transferring funds from two postdoctoral positions at the Faculty of Medicine to internal combined positions in research/clinic/education, prioritized for doctors.

*HO21's goal is to contribute to a knowledge-based health and care service characterized by quality, patient safety and efficient services. HO21 emphasizes that users' experiences and knowledge must be included, and that they should be able to participate in all phases of the research process. The focus will be on long-term development of several world-leading research environments, and will facilitate good balance and interaction between basic research, action-oriented research, translational and clinical research, innovation and business development, commercialization and implementation of new knowledge and new solutions.*

*In Helse Sør-Øst, research is one of the strategic focus areas; research will lead to improved health in the population, strive for high quality and be based on collaboration.*

*Research is one of the four statutory tasks for the health organizations, and is a central premise for the quality and development of health services. It will benefit patients and the population through the establishment of new knowledge and increased competence.*

*The research will provide a knowledge base for prevention, diagnostics, treatment, care and rehabilitation, as well as innovation and business development. Research should be facilitated at all health organizations. Research in the region will be adapted to thematic guidelines from the authorities. The research shall maintain a high international quality level, have sufficient width and interdisciplinarity, and contribute to good organization and efficient use of resources in the health region. The research administration in the health region shall include good, open and competent processes based on sound assessments. Research results shall be of practical use by strengthening innovation work in the region.*

## 5. Increase visibility and dissemination of research

By

a) Publishing the research in peer-reviewed journals 40–50/year, where we seek international co-authorship >50 % and publication in level 2 journals > 10 %.

b) Conducting external evaluation of the research on a regular basis (every three years) under the auspices of NIFU.

c) Disseminate research and its usefulness and relevance, both internally within the organization and among external stakeholders and decision-makers.

d) Ensuring that the research is used as a basis for the development of evidence-based practice for the patient's benefit.

*General premises Omsorg21 (HO21) is the government's national research and innovation strategy for health and care.*

## 6. Strengthen research-based innovation

By:

a) Facilitating greater interaction and integration between research and innovation.

b) Further developing the laboratories' role in innovation projects and as a key provider in the organization's testbed activity.

## 7. Better integration research – clinic by:

a) Facilitating combined positions of research/clinic, both at post-doctoral and PhD level. The starting point for where such positions are established, should be the need based on clinical issues and strategic considerations.

b) Further developing thematic research groups

