



Strategic plan 2023-2027

ROSEMARY BRYANT AO RESEARCH CENTRE



The Rosemary Bryant AO Research Centre

aims to strengthen the role of the nursing and midwifery professions across the health system based on rigorous research and evidence-based approaches.

The Centre has expertise in workforce research, health systems research, evidence synthesis, implementation science, health service evaluation, and policy.

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We acknowledge the Traditional Custodians of the lands on which we work and live, and recognise their continuing connection to land, water and community. We pay our respects to Elders past, present and emerging.

To learn more about our commitment to reconciliation, please visit unisa.edu.au/RAP

The Rosemary Bryant AO Research Centre provides a focal point for industry, government, and non-government organisations to collaborate in translational research. After an impactful five years, and with the long term effects of the COVID-19 pandemic yet to be fully understood, the Centre has ambitious plans to further empower and strengthen the nursing and midwifery workforces through its program of research. I am excited to see what the Centre achieves in the next five years; I am pleased to present our *Strategic Plan 2023-2027*.

Dr Rosemary Bryant AO
Chair, Steering Committee



The Rosemary Bryant AO Research Centre would like to acknowledge the hard work and commitment of its foundation partners, the Australian Nursing and Midwifery Federation (SA Branch) and the University of South Australia's School of Nursing and Midwifery (now Clinical and Health Sciences Academic Unit).



Australian Nursing and
Midwifery Federation
(SA Branch)

ANMF (SA Branch) is South Australia's largest professional and industrial organisation representing nurses, midwives and personal care assistants across South Australia.

The ANMF has been the leading voice for nurses, midwives and personal care assistants for over a century, working together to negotiate positive outcomes for their members at local, state and federal levels. They promote and encourage community engagement on the many issues that affect our professions.

The ANMF's (SA Branch) commitment to the healthcare sector also extends to professional development, providing face-to-face and online courses to thousands of their members annually.

ANMF (SA Branch) members are from all classifications, sectors and career stages and enjoy a vast range of benefits, savings and resources, including professional indemnity insurance, legal and industrial advice and representation and free online continuing professional development tutorials.

The ANMF (SA Branch) is resolute in its commitment to a brighter future for the nursing and midwifery professions and the community as a whole.



University of
South Australia

The University of South Australia (UniSA) is Australia's University of Enterprise. UniSA's culture of innovation is anchored around global and national links to academic, research and industry partners. UniSA is ranked in the top 50 universities under 50 years worldwide.

UniSA's research themes contribute to a research environment that is vibrant, responsive and outward-facing. The themes link our research strengths and address local and global socioeconomic needs. UniSA continually seeks ideas and learning from other creative organisations that we can build on to attract and develop highly motivated and creative people who together foster a culture of enterprise.

Each year UniSA's Nursing and Midwifery program graduates around 700 undergraduate and postgraduate nurses and midwives; around six per cent of all nursing graduates nationally. UniSA's Nursing and Midwifery program has a strong commitment to excellence in teaching, research and learning, and a reputation of preparing exceptional, qualified professional nurses and midwives to meet the health needs of individuals and communities.



As younger nurses, we felt we were working under tremendous strain. The pace was quick, patients were sick and deteriorated in an instant, and yet the care provided we felt was person-centred.

"Sleep faster; we need the pillow" was the term bandied around. Fast forward to now, and the pace, demand, and person-centred care remain some of the key challenges healthcare faces.

The Rosemary Bryant AO Research Centre is cognisant of contemporary demands and genuine in tackling these challenges. We are committed to working with industry and the system to understand complexities, consider how data and technology are optimised, and co-design and implement evidence-based solutions.

Professor Marion Eckert

Director, Rosemary Bryant AO Research Centre

The Rosemary Bryant AO Research Centre

The Centre has developed strong national and international interdisciplinary partnerships, maximising the impact of its research in a variety of healthcare settings.

Nurses and midwives work in a variety of healthcare settings. Up-to-date evidence in healthcare is vital, not only for clinical practice, but in policy, management, and systems development.

The Centre will focus on research to advance the nursing and midwifery professions in the areas of population and public health, workforce planning and reform, safety and quality, clinical practice, patient outcomes, health service evaluation, education and professional development.

The Centre will inform strategies for:

- An empowered workforce
- Evidence-based practice
- Research capacity building

Vision

A powerful and sustainable nursing and midwifery workforce.

Mission

To lead high-impact nursing and midwifery research and apply evidence into practice across the healthcare system for the benefit of communities and society.

Values



Humanity

The Centre will build and promote the qualities that reflect the societal benefits of nursing and midwifery, and the difference that nurses and midwives can make to the community's health and welfare.



Connectedness

The Centre will develop and sustain entrepreneurial, cross-disciplinary relationships to bring the health sector and other sectors together. This will support the translation of research into nursing and midwifery practice and help us navigate a better future for the community.



Global

The Centre will establish a global network of research partners that fosters creativity, innovation and excellence in order to address some of healthcare's great challenges locally, nationally and internationally.

The Rosemary Bryant AO Research Centre recently reflected on and celebrated five years of impact.





The Centre plans to further build its international connections and collaborations, to contribute solutions to global health challenges.

The centre will:

- Partner with institutions across the world to address global health issues.
- Welcome visiting research fellows from international institutions to enhance research relevance and impact.
- Be guided by principles of sustainable research.
- Develop cultural competence among staff.



The Rosemary Bryant AO Research Centre will coordinate its research activities to achieve six key objectives.



1. Support the wellbeing of nurses and midwives
2. Inform healthcare policy



3. Improve care outcomes
4. Enable person-centred healthcare



5. Develop leaders of nursing and midwifery research
6. Grow nurse and midwife-led research



Support the wellbeing of nurses and midwives

Workforce climate and safety research

COVID-19 has had an enormous impact on an already burnt out workforce. The pandemic has strained individual nurses and midwives, the nursing and midwifery workforce, and healthcare systems.¹ By 2030, it is predicted that globally the nursing shortage will reach 5.7 million², and the midwife shortage will reach 750 000.³

We have monitored the workforce climate of nurses and midwives nationally and internationally throughout the pandemic to inform workforce development and planning.

We will develop a global nursing and midwifery workforce wellbeing data intelligence dashboard to afford industry and policymakers a proactive solution for future healthcare challenges.

1. Buchan, J, Catton, H and Shaffer FA, *The Global Nursing Workforce and the COVID-19 Pandemic* (International Centre on Nurse Migration, 2022), <https://www.icn.ch/system/files/2022-01/Sustain%20and%20Retain%20in%202022%20and%20Beyond-%20The%20Global%20Nursing%20Workforce%20and%20the%20COVID-19%20pandemic.pdf>
2. World Health Organisation, *State of the World's Nursing 2020* (World Health Organisation, 2020), <https://www.who.int/publications/i/item/9789240003279>
3. United Nations Population Fund, International Confederation of Midwives and World Health Organisation, *The State of the World's Midwifery 2021* (United Nations Population Fund, 2021), <https://www.unfpa.org/sites/default/files/pub-pdf/21-038-UNFPA-SoWMy2021-Report-ENv4302.pdf>



Inform healthcare policy

Nursing and midwifery policy research

Investment in changing the way that the nursing and midwifery workforce is educated, deployed, managed, and supported will improve societies and economies.¹

Women comprise 89% of the global nursing workforce, however only 25% of senior roles in health organisations are held by women.² A lack of involvement from nurses and midwives in healthcare management and decision making limits progress toward achieving universal health coverage and the United Nations' sustainable development goals.³

Evidence is needed to advance practice, policy, and future research in and beyond healthcare. Engaging nurses, midwives, and carers in research from zconception to evaluation is vital to informing and influencing local, national, and global policy.

We will lead and collaborate on research to inform and influence national health and aged care policy and promote alternative policy where required.

1. World Health Organisation, *Global strategic directions for nursing and midwifery* (World Health Organisation, 2021), <https://www.who.int/publications/i/item/9789240033863>
2. World Health Organisation, *Delivered by women, led by men: A gender and equity analysis of the global health and social workforce* (World Health Organisation, 2019), <https://www.who.int/publications/i/item/978-92-4-151546-7>
3. Downs, JA, Mathas, JS, Reif, LK, McNairy, ML, Celum, C, Boutin-Foster, C et al. *The ripple effect: why promoting female leadership in global health matters* (Public Health Action 2016), <https://www.ingentaconnect.com/content/iuatd/pha/2016/00000006/00000004/art00002>



Improve care outcomes

Evidence-based practice research

Evidence shows that many tests, treatments, and procedures provide no benefit, or in some cases lead to harm.¹ To optimise best practice and care outcomes in healthcare, nurses and midwives require evidence-based guidelines. Evidence-based guidelines are developed through evidence generation, synthesis, transfer, and implementation².

Further to this, healthcare workforce shortages in rural and regional areas are a national and global problem. Innovative models of care are essential in improving healthcare outcomes for people living rurally.

We will lead research to inform evidence-based practice for nursing and midwifery. This will include developing and testing innovative models of care, exploring extended scope of practice, research translation, and program evaluation. We will evaluate new models of care in regional and rural areas that promote nurses and midwives to work to their full scope of practice.

1. NPS MedicineWise, *Choosing Wisely Australia* (Choosing Wisely Australia website, 2022), <https://www.choosingwisely.org.au/>
 2. JBI, *JBI Model of EBHC* (JBI website, 2022) <https://jbi.global/jbi-model-of-EBHC>



Enable person-centred healthcare

Person-centred care research

The delivery of person-centred care is crucial in achieving universal health coverage¹, and co-designed research is vital to the implementation of evidence-based, person-centred care. The Australian Commission on Safety and Quality in Healthcare, in the shadow of the Royal Commission into Aged Care Quality and Safety, and the Organisation for Economic Co-operation and Development support the development, standardisation, and adoption of patient reported outcome measures (PROMs) and patient reported experience measures (PREMs).

Partnering with consumers in research is critical to understanding their needs/preferences and achieving person-centred care. We have worked closely with consumers, including on research using PROMs and PREMs.

We will expand our PROM and PREM research, and use our findings to inform and improve nursing and midwifery care. We will adopt methods that enable our research to be informed by the people and communities it is designed to benefit.

1. World Health Organisation, *Global strategic directions for nursing and midwifery* (World Health Organisation, 2021), <https://www.who.int/publications/i/item/9789240033863>



Develop leaders of nursing and midwifery research

Build the next generation of healthcare leaders

The World Health Organisation's (WHO) global strategic directions for nursing and midwifery identify the need to invest in leadership skills development for nurses and midwives, in both healthcare and academia.¹

However, due to the challenge of transitioning from the nursing and midwifery education environment to a career in healthcare, individuals are often left unsupported from a leadership growth perspective. In addition, due to the significant clinical load, nurses and midwives are rarely supported to integrate and lead research into their practice, which stymies innovations and improvement to patient and client outcomes.

We will partner with healthcare services to mentor and support nurses and midwives to lead clinical research, bridging the gap between undergraduate research competencies and higher research degree preparedness.



Grow nurse and midwife-led research

Nurse and midwife-led research anmctn.com.au

"Nursing and midwifery-led research is underrepresented, underfunded, and urgently needed to equip our future workforce to deliver scientifically-based, cost-effective, and high quality care."¹

Investment in nursing and midwifery-led research is an investment in better care outcomes.^{2,3}

Through the Australasian Nursing and Midwifery Clinical Trials Network, we will provide the platform to grow quality nurse and midwife-led clinical trials globally.

We will help build collaboration among nursing and midwifery clinical researchers; provide opportunities for sharing resources, training, and expertise; and strengthen applications for Australasian competitive funding.



1. World Health Organisation, Global strategic directions for nursing and midwifery (World Health Organisation, 2021), <https://www.who.int/publications/i/item/9789240033863>

1. Bryant, R. *Australasian Nursing and Midwifery Clinical Trials Network website* (Australasian Nursing and Midwifery Clinical Trials, 2022), <https://anmctn.org/>
 2. Eckert, M, Kennedy, K, Neylon, K et al. 2023, *A scoping review of nurse-led randomised controlled trials*, *Journal of Clinical Nursing*, online, pp. 1-12
 3. Eckert, M, Rickard, CM, Forsythe D et al. 2023, *Harnessing the nursing and midwifery workforce to boost Australia's clinical research impact*, *Medical Journal of Australia*, vol. 217, no. 10, pp. 514-516



The Rosemary Bryant AO Research Centre (RBRC) is committed to environmental sustainability. The realisation of the Centre's vision to facilitate the optimal health and welfare of communities both locally and globally relies on environmentally sustainable development.

Aligning with the United Nations' environment-related sustainable development goals, the Centre will:

Energy

- Shutdown computers overnight and during other times they are not being used.
- Set computer power saving settings for optimal power management.
- Turn off lights at the end of the day and when not required.
- Select energy efficient models, when purchasing equipment.
- Use curtains and blinds effectively to support reduced energy consumption from heating and cooling.

Waste

- Use electronic documents, where possible, to avoid excess printing.
- Print double sided when printing is required.
- Use recycled paper in printer.
- Use recycled paper for printing.
- Use online forms rather than paper forms.
- Use electronic or digital signatures rather than printing documents to sign, where possible.
- Submit grant applications electronically, where possible.
- Consider sustainable options when planning catering for events.

Travel

- Consider online platforms for meetings and events when effective to do so, to avoid excess travel.
- Offset carbon emissions, when travelling.

Collaborations

- Support organisations that use sustainable practices.

The Rosemary Bryant AO Research Centre's business strategy is to establish the Centre as an international centre of nursing and midwifery research excellence that excels in building synergistic business partnerships.

This aligns with UniSA's strategic priorities as outlined in UniSA's Academic Enterprise Plan 2021-2025.

UniSA's strategic priorities	RBRC's activities
Growing and celebrating enterprising staff	<ul style="list-style-type: none"> · Provide an environment where everyone can grow and reach their potential as a career researcher · Foster new talent through the supervision and mentoring of postgraduate and early-career postdoctoral researchers · Invest in PhD opportunities aligned to the RBRC strategic plan
Leading with our programs	<ul style="list-style-type: none"> · Identify and support research leaders of today and tomorrow, by supporting them to take on new challenges and investing in their professional development · Invest in human resource capacity and strategic researchers as well as develop suitable career pathways · Mentor early-career researchers and nurses and midwives looking to build a research career by creating research and professional opportunities that they can engage in and use for their own success · Stimulate professions underpinned by critical thinking and a culture of learning · Identify value in our research and establish the RBRC as the natural owners of particular domains of nursing and midwifery research

UniSA's strategic priorities	RBRC's activities
Enterprising engagement	<ul style="list-style-type: none"> · Be ambitious in our vision, mission and goals, and use this as a vehicle to sell the value of entrepreneurship, risk-taking, and disruptive innovation as we revolutionise healthcare · Build the RBRC brand and team profile around capacity, enthusiasm and drive to tackle the challenges facing nursing and midwifery · Support researchers to build external networks with government and industry · Use the individual strengths and natural advantages of the ANMF and UniSA to build our research base, including creative partnership and engagement opportunities · Build the brand portfolio of the RBRC through an effective communication strategy that supports the Centre's vision and mission
Sharing a better world together	<ul style="list-style-type: none"> · Build and maintain national and international collaborations with other leading academic institutions · Provide capacity and links to interdisciplinary experts to respond to large health system challenges through a flexible, skilled team of staff and networks · Ensure all research programs have real-world benefits to end-users and use translation as a measure of research success · Support UniSA's research themes through investment in areas of research excellence
Accelerating innovation through shared places	<ul style="list-style-type: none"> · Build relationships and formal collaborations with the end-users of research, to learn from each other and mutually benefit from each party's expertise · Create RBRC fellowships for academic staff to leverage their capacity and link to external partners

We will continually monitor and report our progress toward our six research objectives, through our evaluation framework.

		Inputs		Processes		Results		
		Resources	Investments	Activities	Participation	Short term	Medium term	Long term
				What we will do	Who we will engage	Outputs	Outcomes	Impact
Situation	Goals							
Increasing number and proportion of older people in the population	Profile the workforce at population level		RBRC core funding	Population level surveys	Nurses and midwives	Publications	Contribution to evidence and further research	Optimise nursing and midwifery practices
Increasing demand on health system and management of complex cases	Optimise the scope and performance of nurses and midwives		UnISA internal funding	Primary research including quantitative and qualitative methods	Nursing and midwifery unions and associations	Presentations	Local level change in attitudes, behaviours, and practices	Systematic improvements in healthcare
Shortage of nurses	Measure the outcomes and impact on the consumer and community		Staff	Scoping, rapid, and systematic reviews	Health consumers and their support networks	Structured reports	Engagement with stakeholders groups	Shift towards person-centred care
Traditional models of care and funding structures	Conduct Strategic research into clinical practice education, technology, and research		External funding	Program and service evaluation	Healthcare senior administrators	Student and staff qualifications	Engagement with international researchers and organisations	Increased quality, capacity, sophistication, and optimisation of data and technology, in nursing and midwifery research
Systemic practice and performance issues			Technology	Capacity building of services	Funding organisations	Mentoring	Develop new researchers and leaders	
Workforce, environmental and cultural challenges			Expertise		Other researchers	Media activity	Build credibility and profile of the Centre	

Steering committee

Dr Rosemary Bryant AO (Chair, 2016 -)

Mr Rob Bonner (Deputy Chair, 2016 -)

Australian Nursing and Midwifery Federation (SA Branch)

Professor Alan Boddy (2019 -)

University of South Australia

Adjunct Associate Professor Elizabeth Dabars AM (2016 -)

Australian Nursing and Midwifery Federation (SA Branch)

Professor Marion Eckert (2016 -)

Rosemary Bryant AO Research Centre, University of South Australia

Emeritus Professor Carol Grech (2016 - 2018)

University of South Australia

Professor Rachael Vernon (2018 -)

University of South Australia

Research Advisory Committee

Professor Marion Eckert (Chair, 2016 - 2023)

Rosemary Bryant AO Research Centre, University of South Australia, South Australia

Mr Rob Bonner (Deputy Chair, 2016 - 2023)

Australian Nursing and Midwifery Federation (SA Branch), South Australia

Adjunct Professor James Buchan (2018 - 2023)

University of Technology Sydney, NSW; Consultant / Advisor, Australian Nursing and Midwifery Federation

Professor Jenny Carryer MNZM (2018 - 2019)

Massey University, New Zealand

Ms Karen Hales (2019 - 2023)

Central Adelaide Local Health Network, SA Health, South Australia

Professor Patti Hamilton (2018 - 2022)

Texas Women's University, United States of America

Adjunct Associate Professor Jenny Hurley (2018 - 2019)

SA Health, South Australia

Professor Jill Maben OBE (2018 - 2023)

University of Surrey, United Kingdom

Adjunct Professor Janine Mohamed (2018 - 2023)

Lowitja Institute, Victoria

Professor Stephen Neville (2019 - 2023)

Auckland University of Technology, New Zealand

Professor Ian Olver AM (2018 - 2023)

The University of Adelaide, South Australia

Mr Greg Sharplin (2018- 2023)

Rosemary Bryant AO Research Centre, University of South Australia, South Australia

Dr Karleen Thornton (2018 - 2022)

Northern Adelaide Local Health Network, SA Health, South Australia

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Australian Nursing and Midwifery Federation (SA Branch), South Australia

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