

Delivering the South Australian Health and Medical Research Strategy

Green Paper

August 2023

Draft document for consultation

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DRAFT FOR CONSULTATION

Foreword



Health and medical research is integral to ensuring better health and wellbeing outcomes for all South Australians and the sustainability of health care delivery. From a social and economic perspective, research and innovation also contributes significantly to the prosperity of our state and favourable global positioning. This attracts outside investment, enhances exports, creates jobs and builds sovereign capability.

The system is adjusting to significant global challenges: A post-pandemic economy and global recession; climate change and natural disasters; increasing burden of disease; service and access pressure; cybercrime and security breaches; and workforce shortages.

Focusing our state's research efforts in response to these complex social, environmental, and geopolitical challenges will enhance the impact of our health and medical research and innovation activities locally and globally, to the benefit of our community and economy.

South Australia already has the required foundations to support research excellence and innovation. This is attributed to years of dedication, focus and effort from across our research community. However, improving our state's national and global position will require improved coordination of research priorities and enhanced collaboration across sector stakeholders.

This starts with establishing a more conducive research environment through improved governance, systems, and processes to support research and its translation.

Developing the state's first Health and Medical Research Strategy will strengthen how innovative research can be used to support improved health, wellbeing, social, and economic outcomes for the benefit of the community. It will also seek to identify opportunities to enhance research and innovation impact through collaborative health and medical research activity.

The development of the final Strategy will take into consideration broad state strategic direction and ambitions to drive global and economic competitiveness, including the outcomes of the university merger currently being explored.

The Strategy will set an ambitious but achievable future vision to lift productivity and grow our research sector. Whilst the government will continue to support and enable the required foundations, to be truly effective requires the collective ownership of the vision by all who make up the health and medical research community.

Through the Green Paper, the government is seeking your views on the value proposition for health and medical research delivered in our state, including input towards the co-design of practical short, medium, and longer-term actions the sector can deliver together.

I thank you for the wealth of insights and ideas shared to date, and for your ongoing support towards the development of the South Australian Health and Medical Research Strategy.

A handwritten signature in blue ink, appearing to read 'Chris Picton', written in a cursive style.

The Honourable Chris Picton, MP
Minister for Health and Wellbeing

Introduction

Health and medical research is an important sub-sector of research and development, with South Australia having many strengths across these disciplines.

Within the context of this Green Paper, the use of the terms health and medical research refers to the full scope of activities across the intimately bound research and innovation continuum. This includes basic and applied research; observational studies, clinical and investigative trials; implementation science; physical and digital infrastructure including new technologies supporting enhanced diagnostics, screening and service efficiencies; drug discovery; new medical treatments and therapies; innovation in contemporary education and entrepreneurial talent; knowledge creation and transfer; manufacturing capability; research translation and commercialisation; policy, commissioning, and practice improvements; economic development; and strategic partnerships.

The scope of focus extends to environmental, public health and life science research to support holistic understanding of the health and care needs of our community.

The intention, through the development of the whole-of-state South Australian Health and Medical Research Strategy (the Strategy) is to advocate, facilitate and motivate greater coordination of effort and collaboration of stakeholders in focussed areas for the state where the benefits can be felt across the entire research continuum.

There is a need to look at research and innovation, health care and education as shared activities; where there are collective responsibilities and where everyone benefits.

This requires the cultivation of strong partnerships and connections between government, academia, and independent institutes, supported by our innovation districts. This Green Paper seeks engagement at an important time in the development of our state's economic and higher education strategy including consideration of a potential merger of two of the state's leading universities.

The Strategy will bring together all elements that govern and support health and medical research activity to help us better understand our strengths, set ambitions, and guide future planning and action from a whole-of-system perspective.

This will be a challenge, and the South Australian government is seeking your help to compose an ambitious but achievable future for our state's health and medical research sector across multiple time horizons.

The Green Paper builds upon the initial Discussion Paper: *Developing a South Australian Health and Medical Research Strategy* released in September 2022. It has been guided by the members of the Health and Medical Research Strategy Expert Advisory Group and shaped by individual discussions and focussed sessions with sector stakeholders.

To date, SA Health has undertaken 26 in-person and virtual engagements have been held with 82 representatives from key state and national research organisations and individuals. Over 30 written submissions were received in response to the Discussion Paper.

These valuable contributions have supported the development of the proposed **Vision, Mission** and four **Foundational Themes** to drive collaboration and enhance research and innovation impact, and five **Strategic Pillars** to provide the blueprint for holistic future planning and action over a five-year time horizon. Together, these elements form the value proposition for health and medical research in our state.

Through the release of the Green Paper, the South Australian government is seeking to facilitate continued discussion and input from the sector to test the value proposition and identify partnership opportunities to support the growth and productivity of the sector.

The overall aim is to inform the final vision, principles, objectives, and areas for action for inclusion within the final Strategy that is collectively owned and driven by the health and medical research sector, including the South Australian community, for whom it has been written.

Written feedback is being sought on key questions proposed throughout this Paper, in addition to continued open discussion on:

- **What else is needed in the short term to further strengthen our state's research foundations and enable excellence?**
- **What can we all contribute towards in the medium term to extend innovation?**
- **What ambitions will help build the future?**

Value proposition

Research helps us to understand the community we serve and supports the identification of ways to reduce health inequalities, to save and improve lives.

The South Australian research sector is a continually evolving, diverse and interconnected ecosystem of organisations and individuals, each with varying roles and functions. The state's universities and independent research institutes are a driving force for global, future-focussed thinking, and key advocates delivering revolutionary and transformative research for the benefit of our state, supported by our industry and collaborative innovation districts. The development of the Strategy provides an opportunity to identify the valuable role and contribution of each sector stakeholder, and collaborative along the research continuum.

The Strategy will focus on a balance of short and longer-term deliverables to support practical and positive improvements to the local research ecosystem.

The following vision, mission and foundational themes seek to concentrate our research and innovation efforts for the collective good of our economy and community where:

- Everyone is working towards a collective outcome for our state and community that is well articulated.
- The importance of research and innovation is valued, not only by the research community, but at all levels of the health system, government, and the South Australian community at large.
- Every patient attending any public health service understands the importance of research and expects research to form a part of the patient journey and experience.

It is recognised there are many dimensions to the health and medical research sector. This initial frame seeks to support further discussions on how to collaboratively guide the state towards a future-ready environment that is agile to meet emerging global challenges, where research is aligned to the state's economic and social priorities, and our policies and practices are informed by research insights.

The five strategic pillars have been proposed to support the delivery of the state vision, focussed on the key thematic areas of feedback raised by sector stakeholders.

An overarching principle of the value proposition is the South Australian community as both the empowered consumer and as an integral part of the research community. Specific reference to the 'consumer' has not been articulated in each pillar, rather they sit across and are the underpinning focus of all pillars.

The pillar structure has been proposed to support further conversations and input from sector stakeholders to build the operational details and tangible substance including identified contributions and partnership opportunities in the:

- Immediate and short term, to enable excellence (1-2 years),
- Medium term, to extend innovation (3-4 years), and
- Longer-term, to build the future (5+ years).

The early opportunities identified under each pillar start to articulate a range of different initiatives, building upon the South Australian Productivity Commission's recommendations and sector feedback, which could be implemented to better coordinate the states research efforts for the equitable benefit of all South Australians. All of which will need to be measured and evaluated over time.

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VISION

South Australia is globally recognised for a collaborative whole-of-state research and innovation environment, with strong connections across the ecosystem to harness research, innovation and technology for the benefit of the community.

MISSION

To drive priority areas of research excellence and innovation that leverage South Australia's collective strengths across its workforce, technology, and data assets, leading to better health, social and economic outcomes for all.

FOUNDATIONAL THEMES	Technology	Developing critical mass and a culture of innovation which deploys emerging technologies and associated opportunities and leveraging existing capacity to secure the future health and social wellbeing of all.
	Data	Establishing and extending world-class data sets, platforms, and systems to unlock the potential of our State's collective strengths existing and emerging areas of advantage to the benefit of all.
	Care	Exploring and evaluating innovative care models to reduce inequality, increase quality care and improve the efficiency and sustainability of the health and social care system.
	Environment	Driving a green research agenda, focussed on climate change mitigation and adaptation to support the health and wellbeing of our community.

STRATEGIC PILLARS

				
Aligning research to shape and respond to our environment	A foundation of contemporary system leadership and governance	Growth and investment opportunities	Unlocking the State's research potential	An empowered workforce equipped for the future
Fostering an innovative and adaptive environment to harness new and convergent technologies and opportunities to improve the ways we deliver care, organise our health system and respond to global challenges.	Establishing a well-organised ecosystem facilitated by effective leadership and governance that enables strategic and timely decisions, making South Australia a highly desirable location to undertake research.	Enabling cohesive sector growth and collaboration to extend research excellence, knowledge efficiencies and transfer, attraction of economic investment and emphasising research translation.	Building South Australia's global position by leveraging our State's collective strengths and advantages, and to embed health and medical research as a core component of health service delivery for the benefit of our community and economy.	Fusing traditional clinical skills with that of research, technology, science, and data analytics and proactively building career pathways to attract, develop and retain the next generation of research leaders across all professional groups.



Questions:

1. ***How does the vision statement resonate with you/your organisations?***
2. ***Is the vision and mission statement ambitious enough to drive collective system change?***
3. ***What else could be considered as part of the foundational themes?***
4. ***Are there any additional key enablers?***
5. ***How would you like to see 'consumers' represented as part of the value proposition?***
6. ***For each of the five strategic pillars, please identify what actions you/your organisation will take to support the achievement of the pillar's aim, as well as any identified collective actions.***

Aligning research to shape and respond to our environment

Fostering an innovative and adaptive environment to harness new and convergent technologies and opportunities to improve the ways we deliver care, organise our health system and respond to global challenges.

This pillar explores how foresight is embraced and future technologies and advancements are considered.

What does this mean?

Research and innovation will form a vital role in South Australia positioning itself to proactively respond to changes in the environment for the delivery of health services and to keep our industry sector and state economy strong.

To be successful requires a flexible adaptive and empowered learning system and culture that gives people permission to be creative and innovate.

Artificial Intelligence and Machine Learning are revolutionising how health care is delivered. This is an important cross-over of mathematics, computing, science, and technology fields which will continue to grow in prominence within the health setting.

Embracing new technologies can significantly increase productivity, expose new markets and present opportunities to forge partnerships between researchers, industry, and government. The challenge is establishing the strategic foresight capability.

As articulated with the South Australian Economic Statement:

"We want South Australia to be known as an ambitious and capable state that embraces technology and drives innovation through targeted industry and research collaborations."¹

Pursuing more contemporary governance options, such as the establishment of an innovation authority with international representation, will provide South Australia with a mechanism to expand our global position and network, keeping at the forefront of new research breakthroughs.

¹ Government of South Australian, South Australian Economic Statement 2023, p. 8

How do we get there?

Supporting South Australia to become a global hub for public health and life sciences research and innovation, requires diversity of all sector stakeholders to come together to engage and contribute across the breadth of the research-commercialisation value chain.

In the immediate term, in alignment with the direction provided by the South Australian Productivity Commission's Inquiry into health and medical research, the South Australian government is looking to:

- Issue innovation 'challenges' to complex problems that support the sharing of ideas, the generation of system efficiencies, building of local industries and supporting knowledge transfer.

In the medium to longer term, the South Australian government is seeking to determine the collective actions with the sector to:

- Support South Australia to maintain a global outlook and expand research networks.
- Build collaboration and partnerships across the sector to identify, trial, communicate, test, translate, implement, and evaluate ideas and innovations.
- Develop a digital health strategy that enhances digital enablement and positions South Australia to leverage data-driven insights and innovation.
- Identify opportunities for the integration of new technologies into practice.
- Support the step change required to instil a culture of curiosity and learning that encourages innovation, knowledge translation, and implementation science.
- Further accelerate the state's existing research translation capacity that connects research, health service delivery, policy, and funding environments.



Questions:

7. ***What do you believe are the top three emerging opportunities for South Australia's research sector?***

A foundation of contemporary system leadership and governance

Establishing a well-organised ecosystem facilitated by effective leadership and governance that enables strategic and timely decisions, making South Australia a highly desirable location to undertake research.

This pillar explores governance and ways to enhance connection and collaboration across the system.

What does this mean?

Whilst South Australia is a small state, the health and medical research sector is highly competitive, which can drive siloed activities. Using limited resources in this way diminishes our overall research effort. Lack of cohesion leads to pockets of excellence rather than research excellence and innovation scaled and embedded across the state.

State-wide alignment between healthcare providers, government departments, academic research and industry is required to support industry partners in developing a competitive advantage in the global marketplace.

The exploration of a university merger, combining existing strengths and capabilities to establish a '*university for the future*' is one potential opportunity to enhance our competitiveness and scale.

Further, to enhance the overall impact of research conducted in South Australia, the functional separation of responsibility across government of health and medical research, and research and development requires consideration.

A lack of transparency of research and innovation activity can inhibit our ability to quantify the impact of research conducted across health, economic, knowledge and social measures. This makes it difficult to promote the benefits of a research-active state to our local community and to market ourselves globally. It has the potential to hinder our ability to identify and diagnose systemic problems to address gaps and barriers.

More effective dialogue across the research system will lead to greater collaboration. Greater multi-disciplinary collaboration across organisations through knowledge transfer, co-location, co-investment and sharing of infrastructure and other critical resources will yield greater health outcomes and system efficiencies. This doesn't happen organically and requires leadership.

South Australia needs clear pathways to work with the research community and organised connection to industry looking to partner with our state. It also needs to be ensured that the South Australian community are active participants in determining the research priorities for our state, to support us to influence the national research agenda aligned to the needs of our socially and demographically diverse and geographically dispersed population.

How do we get there?

A role exists for government in setting policy and supporting system enablers that provide for a lift in South Australia's overall performance.

In the immediate term, in alignment with the direction provided by the South Australian Productivity Commission's Inquiry into health and medical research, the South Australian government is looking to:

- Support better coordination and navigation of requests through a single-entry point to the South Australian government for local and global commercial and private sectors.
- Establish a transparent authorising authority and decision-making pathways to consider research and innovation opportunities from a whole of sector perspective.
- Support greater understanding of the importance of research and innovation within the community, increase involvement in research projects and identify consumer-led research priorities.

In the medium to longer term, the South Australian government is seeking to determine the collective actions with the sector to:

- Increase South Australia's grant application success rate through enhanced understanding of our areas of advantage and supporting greater collaboration to leverage collective strengths and capabilities.
- Identify mechanisms to increase awareness and use of South Australia's assets and resources across organisational boundaries to improve collaboration, reduce duplication, and assist greater cross-sector engagements.
- Standardise processes and build system capability in research commercialisation and intellectual property management to enhance economic opportunities for the state including individual researchers, academia, research organisations and institutes.



Questions:

8. ***How can South Australia balance a state-driven research agenda whilst remaining agile and responsive to the changing needs of our community and the evolving national agenda?***

9. What opportunities do you foresee for the states research and innovation ecosystem emerging/resulting from a proposed university merger?

Growth and investment opportunities

Enabling cohesive sector growth and collaboration to extend research excellence, knowledge efficiencies and transfer, attraction of economic investment and emphasising research translation.

This pillar explores the ways the state can support and be proactive in attracting strategic investment opportunities.

What does this mean?

South Australia needs better coordination and alignment of investment coupled with a more deliberate approach to opportunities are funded and return on investment is evaluated.

Current separate and isolated funding sources across government are driving fragmentation and duplication. Whilst commercialisation opportunities exist, a lack of knowledge and understanding of existing policies and processes create barriers for engaging in this activity.

The South Australian Economic Statement acknowledges the importance of investment in research and development, that drives innovation across all businesses and industries in our state and recognises the knowledge to help transform our economy can be found within the state's universities and research institutions².

Lack of experience coupled with risk-adversity without effective risk management, is a barrier to confident investment in research and innovation activity. Greater support is needed to promote and accelerate the commercialisation of health and medical research in South Australia to nurture growth of spin offs and early-stage start-up companies with high-growth potential.

'Smart partnerships' led by industry and supported by collectively agreed visions and goals aligned to the needs of the South Australian community are required to advance growth and future investment.

Bolstering clinical trials activity has been identified as an opportunity and an early enabler of economic growth for South Australia. Commercial contract research supports early access to novel care, treatments, and devices otherwise not available to the benefit of the South Australian community. It also draws investment into the state, making it vitally important that our systems and processes support the capture of these opportunities as they arise.

How do we get there?

Supporting growth and productivity of the state's research sector extends beyond the remit of any one government department, university, or independent institute. Strengthening links with industry and leveraging our innovation districts will underpin and drive success.

As a system there is a need to position ourselves more strategically to ensure research and innovation activities attract and draw in grants, and other forms of investment.

In the immediate term, in alignment with the direction provided by the South Australian Productivity Commission's Inquiry into health and medical research, the South Australian government is looking to:

- Design a model for developing opportunities with world-leading health and life sciences companies as partners.

² Government of South Australian, South Australian Economic Statement 2023, p. 8 & 15

- Explore options to establish a more coordinated umbrella structure/partnership approach to clinical trials across the state's stakeholder organisations.
- Review available mechanisms, capacity, and capability to enhance industry and Local Health Network partnerships to optimise the number of research projects undertaken in South Australia.

In the medium to longer term, the South Australian government is seeking to determine the collective actions with the sector to:

- Accelerate new collaborations with local and global partners.
- Explore opportunities to recognise and reward research activity to incentivise continued engagement in research and innovation.



Questions:

- 10. What else could be done to enhance the impact of research and innovation undertaken in South Australia?**

Unlocking the State's research potential

Building South Australia's global position by leveraging our State's collective strengths and advantages, and to embed health and medical research as a core component of health service delivery for the benefit of our community and economy.

This pillar explores what can be done to improve systems and processes to enhance both existing and new areas of strength and advantage.

What does this mean?

A rapidly evolving, sustainable, and resilient health system requires the promotion of cross-organisational research and innovation, informed and empowered consumer engagement, and access to data to generate insights.

One of the biggest challenges for South Australia is attaining competitive critical mass in areas of fundamental importance to the state. This requires investing in areas of strength and in identifying and rectifying gaps. It also requires significant understanding of the national and international expertise in any given field and the desire to collaborate.

Our state's size and geography, its heterogeneous population, and the organisation of our health system, including our state-wide services, provide us with the desirable foundations to reposition South Australia on a national and international scale. These defining factors alone will not improve our position without a supporting system strategy.

In areas where South Australia cannot compete globally in discovery research, with the appropriate governance and platforms in place, there is potential to use our unique environment to position ourselves to support new discoveries to be tested. South Australia's system can allow for this to happen safely, and to be rapidly scaled, where appropriate. To do this, research and innovation must be incorporated in the day to day running of the hospital and healthcare system.

Truly embedding research and innovation requires a system focused on discovery research and clinical trials as well as implementation science and its translation for quality and system improvements. This type of system uses data insights to support continued learning and improvement, and attracts an educated, empowered, creative workforce that generates new ideas and interventions to deliver the best quality care.

Understanding how we can enhance collaboration to generate capacity across the system and enable innovation, will be critical for the state to become a first mover in revolutionary and transformative research projects that seek to address global problems, for the benefit of our community.

How do we get there?

Government policies and practices can be simplified and modernised to assist in driving commercial needs, recruiting people to research projects, providing access to secure data environments, and connecting with industry to co-design and manufacture future medical devices and digital solutions.

In the immediate term, in alignment with the direction provided by the South Australian Productivity Commission's Inquiry into health and medical research, the South Australian government is looking to:

- Simplify operational practices through a review of research governance and ethics approval processes to drive greater coordination across sites and standardise practice where appropriate.
- Improve data governance operations and practice to uphold data integrity and manage risk appetite to support the use of data as a strategic asset.
- Streamline processes to allow researchers access to synthetic data environments to inform early research feasibility investigations prior to the approvals stage.
- Consider the strategic placement of essential data infrastructure for the state government.
- Increase the priority of research and innovation activities and translation processes to be undertaken within the healthcare system.

In the medium to longer term, the South Australian government is seeking to determine the collective actions with the sector to:

- Increase the volume of 'research-ready' participants for research projects in South Australia to grow the baseline of research being undertaken in this state.
- Enhancing access to research projects in regional and remote communities to enable the entire South Australian population to take part in, and benefit from, health and medical research and innovation.
- Establish greater responsibility and accountability for demonstrating research and innovation support across senior leadership within the health system.
- Expand the prevalence of research and innovation in out-of-hospital settings, such as primary and community care.



Questions:

- 11. What adjustments are required to unlock the state's research and innovation potential?**
- 12. What needs to change to create greater system capacity for innovation and collaboration at scale?**
- 13. What are the existing opportunities to leverage capacity in innovation and collaboration?**

An empowered workforce equipped for the future

Fusing traditional clinical skills with that of research, technology, science, and data analytics and proactively building career pathways to attract, develop and retain the next generation of research leaders across all professional groups.

This pillar explores the future workforce profile, and how South Australia can attract, retain, and sustain a strongly networked research community.

What does this mean?

Sustainable workforce is key to sustainable health and medical research. Growth and development of the workforce is needed to deliver on the full health and economic benefits of the research sector.

Workforce shortages and fragility are not only a South Australian issue. There is increasing workforce competition across the nation from a relatively small pool. There are critical skills gaps and shortages in clinical workforce disciplines across primary, community and acute care settings. In addition to clinical requirements, engineering, technical and analytical skills are becoming increasingly vital given the growing levels of digital disruption in the workplace, the emergence of the knowledge economy and associated knowledge-intensive industries. As such there is a need to support stronger connection with the totality of research activity undertaken by our universities.

Research skill development and research and innovation opportunities should be actively extended to medical, nursing and midwifery, Aboriginal health, mental health, pharmacy, pathology, radiography, and dental professions.

Establishing a multi-organisation workforce strategy can assist in identifying opportunities for enhanced flexibility for all types of researchers, innovators, and entrepreneurs between healthcare organisations and other sector partners, with a form of academic affiliation to not only improve clinical outcomes, but also enhance the prestige and reputation of our entire system.

Retaining a talented multi-disciplinary research workforce requires a nurturing career pipeline inclusive of industry experience opportunities and strong career pathways for students, early and mid-career researchers. This requires the availability of meaningful and high-value jobs in South Australia.

A research-enabled system attracts the best workforce, adopts evidence-informed protocols of care, and saves system resources by providing the appropriate level of care in a cost-efficient manner. This requires staff with the skills and knowledge to identify how, and when to implement new ideas into business and usual practice, coupled with a policy environment that supports translation, scale-up and sustainment. Valuing the roles of all researchers and implementers of research in such a system is crucial to success.

There is valuable latent research and innovation capacity across the system that could be utilised to support a more diverse research-active professional base in South Australia. This includes expanding opportunities to engage with all professional groups, reaching outside traditional health roles inclusive of new skills development.

There is a need to foster a diverse workforce to bring innovation and ideas to life. The Australian Academy of Health and Medical Sciences articulates it well:

“A research workforce that reflects the full diversity of the population in which it works is best equipped to understand and address the health challenges faced by all the individuals and communities within it.”³

Future workforce strategies must include gender equity and culturally and socially diverse researchers to inform research for greatest impact. This requires the removal of barriers to participation and extending the reach of education and training opportunities to our entire population.

How do we get there?

There is a need to understand how South Australia is positioned nationally and globally as an employer and destination of choice to determine how best to design and market health and medical research participation opportunities to attract and retain talent in the state.

In the immediate term, in alignment with the direction provided by the South Australian Productivity Commission’s Inquiry into health and medical research, the South Australian government is looking to:

- Enhance connection across government, academia, and industry to identify and quantify the current and emerging skills gaps to inform future workforce recruitment strategies, career pathways and job opportunities.
- Identify opportunities to enhance cultural and social inclusivity in health and medical research activities.

In the medium to longer term, the South Australian government is seeking to determine the collective actions with the sector to:

- Develop a cross-organisational state-level research workforce strategy that examines graduate programs and training schemes for those who are research and innovation enabled.
- Become market competitive in attracting and retaining a highly skilled research and innovation workforce in South Australia.
- Expand the state’s research-active workforce and increase the number of health professionals undertaking research in South Australia.
- Integrate research and innovation as core business across the public health system, where research training and participation is recognised, supported, and enabled.
- Support opportunities for regular cross-institutional collaboration.
- Support the transparency of research and innovation outputs and management of joint appointments.



Questions:

- 14. In what ways can you/your organisation contribute towards the attraction, development and/or retention of the research workforce across all professional groups and research types?**

³ The Australian Academy of Health and Medical Sciences 2022 Report: *Research and innovation as core functions in transforming the health system: A vision for the future of health in Australia*, p. 5

Future horizons

Advancements in science and technology, will see monumental changes to the delivery of healthcare in the next 10 to 15 years. As part of this evolution, South Australians could expect to see:

- Artificial Intelligence, robotics and precision medicine taking a leading role in health system transformation through improving specific treatments and diagnostics.
- The emergence of the 'virtual nurse' as part of the future workforce profile.
- The genetic revolution: where genomic sequencing is undertaken from birth, fundamentally shifting the whole focus of healthcare from acute care to prevention and diagnostics.

At the same time, global volatility will continue to present new challenges in all aspects of life.

In such an environment, it will be of increasing importance to ensure South Australia is readily positioned to take advantage of new innovations, with the right mechanisms in place to enable the translation of research and innovation into practice and commercial value.

Although the Green Paper sets out an ambitious agenda over a five-year time horizon, it is intended that the final Strategy propels immediate action by all those who make up the research sector to help South Australia better prepare for a variety of future scenarios.

If through the co-development of the state's first Health and Medical Research Strategy, strong and trusted partnerships that enable us to leverage our full potential to collectively drive the required change agenda are established, it is envisioned, over time South Australia could expect see the emergence of:

- A learning health system: with research more effectively embedded, improving outcomes in more efficient ways.
- Accelerated growth of health innovation and industry: with more companies, jobs, and health research workforce of benefit to the state.
- A leading knowledge economy: with a digitally enabled system that uses data to solve wicked problems, and where research insights help us decode disadvantage and support greater health for every Australian.

This will not be achieved overnight. It will require ongoing commitment from across the value-chain.



Questions:

- 15. What does a contemporary, high functioning health and medical research system look like to you/your organisation?**
- 16. What else could be done to make South Australia a more highly desirable location to undertake research?**

Green Paper Consultation – Have your say

Written responses

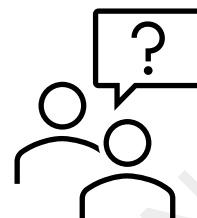
The Department for Health and Wellbeing is seeking feedback on this Green Paper in response to the 17 questions posed.

All written responses are requested by no later than close of business Friday, 27 October 2023 by email to:

Health.StrategyAndIntergovernmentRelations@sa.gov.au.

A response template is available on the SA Health website:

www.sahealth.sa.gov.au/reviewsandconsultation.



Vision and Mission Statement

1. *How does the vision statement resonate with you/your organisations?*
2. *Is the vision and mission statement ambitious enough to drive collective system change?*

Foundational Themes

3. *What else could be considered as part of the foundational themes?*

Strategic Pillars

4. *Are there any additional key enablers?*
5. *How would you like to see 'consumers' represented as part of the value proposition?*
6. *For each of the five strategic pillars, please identify what actions you/your organisation will take to support the achievement of the pillar's aim, as well as any identified collective actions*

Pillar 1: Aligning research to shape and respond to our environment

7. *What do you believe are the top three emerging opportunities for South Australia's research sector?*

Pillar 2: A foundation of contemporary system leadership and governance

8. *How can South Australia balance a state-driven research agenda whilst remaining agile and responsive to the changing needs of our community and the evolving national agenda?*
9. *What opportunities do you foresee for the states research and innovation ecosystem emerging/resulting from a proposed university merger?*

Pillar 3: Growth and investment opportunities

10. *What else could be done to enhance the impact of research and innovation undertaken in South Australia?*

Pillar 4: Unlocking the state's research potential

11. *What adjustments are required to unlock the state's research and innovation potential?*

12. *What needs to change to create greater system capacity for innovation and collaboration at scale?*
13. *What are the existing opportunities to leverage capacity in innovation and collaboration?*

Pillar 5: An empowered workforce equipped for the future

14. *In what ways can you/your organisation contribute towards the attraction, development and/or retention of the research workforce across all professional groups and research types?*

Future horizons

15. *What does a contemporary, high functioning health and medical research system look like to you/your organisation?*
16. *What else could be done to make South Australia a more highly desirable location to undertake research and innovation?*

Other feedback

17. *Any other views you would like to bring forward?*

Workshops

Further information will be communicated to stakeholders and made available via the SA Health website on the engagements being led by the Department for Health and Wellbeing. For more information, visit www.sahealth.sa.gov.au/reviewsandconsultation.