



Department of Emergency Medicine, Dalhousie at Saint John
Research Strategic Planning 2010-2012

Contents

Foreword

Introduction

Strategic objectives

Overview of research priorities

First-rate people

High-quality research

Partnerships

Research into practice

Leadership in research governance

Effective organization and financial management

Foreword

We begin 2010 with a new dynamic in the Department of Emergency Medicine (DEM) at Saint John Regional Hospital, part of which is a new plan for research and development. This document aims to provide a roadmap for reaching our vision of a high quality research program for the Saint John DEM and the DEM at Dalhousie University as a whole. We will hold a research strategic planning day in March 2010 to contemplate our goals and how we will achieve them over the next 2 years.

Introduction

Our mission is to develop and support high-quality research with the aim of improving emergency care. To do this effectively, we must train and develop skilled researchers, and ensure that the knowledge that we gain through our research is translated into higher standards of care for the patients at SJRH and the public in general.

The research team at SJRH will grow as we develop our program. We will build on the experience of faculty and encourage the development of skills and links with other researchers both locally and afar.

Strategic objectives

- Undertake high-quality research relating to emergency care.
- Attract and train and support first-rate people to meet clinical and scientific research needs.
- Seek funding and partnerships, and promote collaboration.
- Promote the translation of research into practice, including disseminating information and facilitating implementation within health service policy and practice.
- Encourage commercial developments and relationships for the benefit of local and regional health.
- Engage the public in medical research, including dialogue about its implications for society and health.
- Provide leadership in the governance of research and operate according to rigorous principles.
- Promote good practice, and strive for improvements in effective organization, including

appropriate methods for the evaluation of all aspects of performance.

The Department of Emergency Medicine Research Committee strives for excellence in all its endeavours, while responding to the hospital and university's strategic needs and forging valuable partnerships with other funders and stakeholders

Overview of research priorities

Following consultations in early 2010, we have identified key areas where we wish to concentrate our research efforts. These areas are those where we believe we have the expertise and knowledge to pursue high quality research, where there are important unanswered clinical questions, and that will allow us to achieve answers within a realistic resource and time framework.. We wish to pursue both primary and secondary research.

Our primary research areas include:

- Emergency Ultrasound; with an emphasis on defining the utility and effectiveness of this modality in key emergency presentations (such as shock, cardiac arrest, early pregnancy). We also plan to examine standards for credentialing.
- Medical and health professional education; with an emphasis on comparing differing models for core teaching in emergency medicine
- Knowledge translation and quality improvement; examining how we can show effective implementation of the extensive evidence base in emergency care.
- Sports medicine and injury; with emphasis on evaluating diagnostic skills and effectiveness of therapy

We will also develop a network for the delivery of secondary research. We will approach this field with a broad perspective hoping to stimulate all members of our department to participate in evaluating the literature to answer key questions in emergency care.

First-rate people

Skilled and talented people are undoubtedly the most important resource for the delivery of high-quality research and its translation into benefits for the public's health. We will establish a local research faculty group and network for emergency medicine and related specialties. We will establish and maintain a research support infrastructure, including research administrative assistants, research coordinators and nurses, and research databases. We aim to integrate into both the local hospital research structure and the university DEM research program. We will develop plans for future research fellowships at SJRH DEM, and will pursue the successful recruitment of high quality research oriented faculty. We will develop summer studentships in co-operation with the university research department.

Training and Education

We believe that a cooperative approach will help to attract the brightest minds into research in emergency medicine and to break down barriers between disciplines. We will enhance the attractiveness and visibility of studentships. We will develop a continuing educational program to meet the needs of local researchers and clinicians, and will cover key topics such as literature review, protocol development, data collection (patient interviews, surveys, chart reviews) database design and maintenance, data cleaning and entry, data analysis, writing of abstracts, scientific reports and grants.

High-quality research

The DEM at SJRH is introducing new structures for the development and implementation of research strategy, including a new subcommittee for research planning and strategy, integrated

with higher-level discussions with the DEM academic council, the hospital research group and the university research network. The new arrangements are designed to increase the sharing and ownership of strategy across all our stakeholders in order to make the process more effective. There will be greater delegation to all faculty in the department including clinical teachers and also to nursing staff who express a research interest. This will lead to greater inclusiveness, faster decision-making and transparency.

Partnerships

Our commitment to working in partnership informs much of our strategic plan. As the challenges facing medical research have become more complex and multi-disciplinary, the need for organizations to pool resources and expertise becomes increasingly apparent. Very often there is a ‘critical mass’ effect whereby each organization adds value to the endeavours of its partners.

There are many different types of joint working, each designed to meet the needs of a jointly agreed initiative whilst respecting the autonomy of individual participants. This will be our approach for developing new partnerships too. Some examples of the partnerships we hope develop include:

- The Department of Emergency Medicine Research Director and support network
- The SJRH research group
- Province of New Brunswick research networks
- National research networks such as the Ottawa emergency medicine research group
- International collaborations, utilizing links for example, with the University of Cambridge, UK

Research into practice

The research subcommittee is committed to developing evidence-based medicine and healthcare by translating research outcomes into clinical practice and ultimately into health policy.

We require publication and dissemination of research results, targeted at both the emergency medicine and general medical community, and at the public.

We will also encourage and cooperate in the pooling of data from different studies and the conduct of meta-analyses where appropriate. We aim to promote the flow of information from researchers to practitioners and public by way of presentation and publication of our findings.

Leadership in research governance

We commit to following accepted standards of good practice in all aspects of medical research, including ethics, patient safety, and the use of animals, personal information and human tissue in medical research.

Our research governance will involve working with local hospital committees and university partners to share and develop good practice in research governance across all types of clinical research involving human participants. The aim is to make effective use of existing systems wherever possible. We will comply with CIHR research policies at all times.

Effective organization and financial management

The research subcommittee will continue to seek the best in organizational integrity and effectiveness. Our guiding principles will be to observe the highest standards of propriety in managing research funds and activities, to be open and accountable for our actions, and to maximize value for money.

We will seek funding in the form of grants from local and national public funding organizations. We will co-operate with industry, where appropriate, for funding of projects that meet our governance requirements.

The departmental research fund will be overseen by the finance committee and will be administered jointly by the research director, academic head and clinical head of the department of emergency medicine at Saint John Regional Hospital. An annual report will be submitted and will be available for appropriate review and scrutiny.

Dr Paul Atkinson MB MA(Cantab) MRCP FCEM CFEU
Site Director for Research, Department of Emergency Medicine
Saint John Regional Hospital

January 2010