



Photo: ©UiO/Øystein H. Horgmo Researchers at Norwegian PSC Research Center, Oslo University Hospital and the University of Oslo

# Research strategy 2016–2020

Oslo University Hospital

*The strategy will be followed up through rolling action plans*

## About the research strategy

Oslo University Hospital is Norway's biggest health trust in terms of patient treatment as well as in terms of research, innovation and education. We contribute to between 1,700 and 1,900 scientific articles per year, and around 130–150 PhDs are completed at the hospital each year. The University of Oslo is our most important partner in this work, and our collaboration is crucial if we are to achieve our objectives, which include creating a continuous basis for improved patient treatment and diagnosis. Oslo and Akershus University College of Applied Sciences is expected to become an increasingly important partner in the field of health research. We participate in extensive international research cooperation, and around half the research articles we contribute to have co-authors from other countries.

Oslo University Hospital is actively working to give users a more prominent position in research.

The research strategy is based on Oslo University Hospital's strategy for the period 2013–2018, with a particular focus on sub-goal 3: 'Oslo University Hospital should be known for being an excellent university hospital, and a learning and creative organisation'. The strategy is also based on Health&Care21, the national research and innovation strategy for the health and care services, on the South-Eastern Norway Regional Health Authority's research strategy, and the University of Oslo's life science strategy. The white paper on the national health and hospital plan 2016–2019 is also an important part of the basis for defining our knowledge needs.

The hospital has its own innovation and education strategies.

## Our continuous objectives and duties:

- We shall engage in excellent *research and patient treatment with mutually beneficial effect*. Research and innovation shall therefore be an integral part of our activities and be reflected in our patient treatment.
- Our organisation shall be characterised by good *research culture* achieved by management and collegial support for research. National legislation, internationally accepted guidelines, good research ethics and protection of privacy shall underlie all research at the hospital. Increased *user involvement* in clinical research and ensuring that the user perspective is incorporated in all research phases shall be important aspects of our research culture.
- We shall *disseminate* research results and share them with people via other channels than just scientific journals and contribute to more evidence-based practice in the health service.
- We shall strive for *quality* of research rather than quantity. Peer reviews shall be our most important quality indicator. We shall deliver high-quality research within our whole range of disciplines, while also making strategic and complementary efforts in selected areas.
- We shall increase our *international cooperation*, among other things through network cooperation and researcher mobility.
- We shall contribute to *regional and national cooperation*, which includes developing synergies between health research and technological disciplines. Interdisciplinary cooperation shall be strengthened, both between different health professions and between the health professions and other fields. The University of Oslo shall be our most important research partner, and cooperation with the region's university colleges shall be strengthened.
- We shall contribute to good *researcher training*, make active efforts to recruit research talents, and give researchers good guidance in the course of their research careers.
- Access to advanced *infrastructure* is important to research and shall be ensured through co-use of costly and complicated equipment and the establishment of core facilities.

## Vision

*We shall strengthen our position as an outstanding university hospital in an international context and contribute to the creation of forward-looking and high-quality health services.*

### Strategic main objectives 2016–2020

#### Oslo University Hospital shall:

##### 1. Create more excellent research environments based on quality and scientific breadth

###### *We will:*

- a. Stimulate the establishment of more world-leading research environments, in close collaboration with the University of Oslo, based on scientific breadth and consistently high quality.
- b. Prioritise resources in a dynamic and transparent manner to support excellent research environments. The divisions shall also support prioritised research environments in the start-up phase, including in the health sciences, which are well positioned to produce important results.
- c. Support 'focused research areas'<sup>1</sup> selected by the institutions with supplementary stimulation funds for interdisciplinary cooperation.
- d. Play a leading role in the development of personalised medicine in Norway.
- e. Work to increase external funding and ring-fence resources for research in the annual budget processes.
- f. Support the research environments by improving infrastructure such as facilities, equipment and ICT<sup>2</sup>.
- g. Endeavour to achieve better utilisation of the innovation potential of research results.

##### 2. Strengthen clinical research in active collaboration with users

###### *We will:*

- a. Involve users in the planning and execution of research, including developing models for real and expedient participation where users can contribute their experience and perspectives to better highlight patients' needs. Where expedient, users should be involved already at the idea stage.
- b. Do more to ensure that capable researchers who combine clinical or diagnostic work and research are given good research opportunities.
- c. Strengthen clinical trials units and other clinical support functions, as well as other research support functions.
- d. Strengthen translational research, which is an important connection between basic research and clinical research.
- e. Work to improve the funding of industry-independent studies, while also further developing our research cooperation with the pharmaceutical industry and other industries, with Inven2 as an important partner in the facilitation.
- f. Make more use of important research results in clinical practice.

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<sup>1</sup> Interdisciplinary, focused research areas selected by the hospital management for the period 2014–2018 (midway evaluation in 2016)<sup>i</sup> Regenerative medicine with an emphasis on organ failure and the development of artificial kidneys; cancer immunotherapy; colorectal cancer – prevention, research and implementation in a clinical setting; mechanisms of heart failure development; treatment after cardiac arrest. New priority areas may be added. In 2016, research on antibiotic resistance was added as a new priority area.

<sup>2</sup> Plans for implementing better ICT solutions for research are followed up through the Digital Renewal programme in the South-Eastern Norway Regional Health Authority, with a special programme area for research, through the \*Infrastructure Modernisation Programme and other ICT measures prioritised by Oslo University Hospital on an annual basis.

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- g. Facilitate more health service research, health informatics (eHealth) research and testing of new technology.

### **3. Improve the way in which research is organised and strengthen collaboration with the university and university college sector**

*We will:*

- a. Further develop our collaboration with the University of Oslo through organisational and administrative measures and research infrastructure, and by supporting strategic initiatives such as the university's life science strategy.
- b. Further develop the research groups by:
  - i. strengthening expertise in research groups,
  - ii. expanding internal and external collaboration between groups, across disciplines and professions, and between clinical and basic research environments,
  - iii. placing more emphasis on research ethics, research and work culture, career development and guidance, and on job satisfaction,
  - iv. leadership development for researchers and supervisors in collaboration with the University of Oslo.
- c. Support the areas that the research groups themselves identify and prioritise on the basis of their resources, expertise and scientific advantages, and that are also prioritised by the divisions.
- d. Strengthen the collaboration with Oslo and Akershus University College of Applied Sciences and other parts of the university college sector.

### **4. Strengthen our international collaboration**

*We will:*

- a. Increase our participation in international networks, for example in the EU's Eighth Framework Programme (Horizon 2020) and the European reference networks in healthcare.
- b. Strengthen researcher support in applications for international research funding from Oslo University Hospital or the Faculty of Medicine.
- c. Stimulate increased international researcher mobility.
- d. Recruit international top researchers in collaboration with the University of Oslo.

### **5. Strengthen research based on the use of research biobanks and medical quality registries**

*We will:*

- a. Facilitate research by ensuring a better overview, accessibility and optimal administration of human biological material and pertaining data, while applying best practice in handling patient consent and patients' right to refuse to participate in research.
- b. Ensure that the necessary supporting expertise and institutional infrastructure are in place to support the collection, storage and handling of samples, as well as data capture, and the establishment and day-to-day operation of quality registries. Steps shall be taken to link biobank and quality registry data.
- c. Stimulate increased use of research biobanks, thematic research registries and quality registries, including more sharing and re-use of data.
- d. Invest in the establishment of prospective research biobanks with the broadest possible scope and coordination of existing research biobanks.
- e. Be at the forefront of the development of randomised, registry-based clinical studies.

*This strategy was adopted at the top management meeting of Oslo University Hospital on 16 February 2016*