



Calvary

Mater Newcastle

Continuing the Mission of the Sisters of the Little Company of Mary

Translational Research Strategic Plan

2021-2023



Artwork by Doris Glasson 'Aunty Coke': Muguwarbang 'Peaceful and quiet' (2014)

Contents

Our vision for research, Our values, Our research mission	2
Strategic Intent 2020-2025	3
Introduction	4
Background	5
NSW regional health partners	6
Partnering with consumers in research	7
Research governance and ethics	9
Partnering with consumers in research	9
Key focus areas	10
Key performance measures	10
Strategic priorities	11
Summary of Calvary Mater Newcastle Translational Research Strategic Plan 2021-2023	13



Acknowledgement of Land and Traditional Owners

Calvary Mater Newcastle acknowledges the Traditional Custodians and Owners of the lands of the Awabakal Nation on which our service operates. We acknowledge that these Custodians have walked upon and cared for these lands for thousands of years.

We acknowledge the continued deep spiritual attachment and relationship of Aboriginal and Torres Strait Islander peoples to this country and commit ourselves to the ongoing journey of Reconciliation.

Aboriginal and Torres Strait Islander people are respectfully advised that this publication may contain the words, names, images and/or descriptions of people who have died.

Our vision for research

To be recognised as a world class research facility that benefits the individuals and communities we serve.

Our values



Hospitality

Demonstrates our response to the desire to be welcomed, to feel wanted and to belong. It is our responsibility to extend hospitality to all who come into contact with our services by promoting connectedness, listening and responding openly.



Healing

Demonstrates our desire to respond to the whole person by caring for their spiritual, psychological, social and physical wellbeing. It is our responsibility to value and consider the whole person, and to promote healing through reconnecting, reconciling and building relationships.



Stewardship

Recognises that as individuals and as a community all we have has been given to us as a gift. It is our responsibility to manage these precious resources effectively for the future. We are responsible for striving for excellence, developing personal talents, material possessions, for our environment and handing on the tradition of the Sisters of the Little Company of Mary.



Respect

Recognises the value and dignity of every person who is associated with our services. It is our responsibility to care for all with whom we come into contact, with justice and compassion no matter what the circumstances, and we are prepared to stand up for what we believe and challenge behaviour that is contrary to our values.

Our research mission

To support a broad spectrum of high quality research, create an environment where research is an integral component of sustainable health care and propel innovative translational research into improving the health of individuals, communities and populations.

Our Mission

We bring the healing ministry of Jesus to those who are sick, dying and in need through 'being for others':

- in the spirit of Mary standing by her son on Calvary;
- through the provision of quality, responsive and compassionate health, community and aged care services;
- based on Gospel values; and
- in celebration of the rich heritage and story of the Sisters of the Little Company of Mary.

Our Values



Hospitality



Healing



Stewardship



Respect

Our Vision

As a Catholic Health, Community and Aged Care provider, to excel, and to be recognised as a continuing source of **healing, hope** and **nurturing** to the people and communities we serve.

Our Behaviours

- We will be present, attentive and listen to each other.
- We will recognise the achievements of others.
- We will actively involve each other in decision making.
- We will be transparent.
- We will be accountable for our actions.
- We will not look to shift blame.

Priority: A focus on quality and safety

All staff understand and are supported to perform their roles and responsibilities with maximum effectiveness.

Create respectful, collaborative relationships with patients, residents, clients, families and community partners from which to grow compassionate, person-centered models of care.

Commit to zero preventable harm and reduce the unplanned variation that leads to such harm, prioritising safety and continuous improvement.

Using the learnings from COVID-19 to strengthen trust in our services as consistently delivering safe, high quality, efficient and innovative care.

Priority: Care of our people and our working environments

Provide safe, equitable workplaces that are welcoming and respectful of all.

Attract and encourage people who value making a difference and are willing to contribute a range of complementary skills, motivated by the spirit of 'being for others'.

Entrust, support and equip people to make their best and most effective contribution to Calvary's mission to provide 'healing, hope and nurturing to the people and communities we serve.'



Priority: Partnering and planning for the present and the future

Anticipate and respond to opportunities that will impact upon the communities that Calvary serves.

Research and innovate to meet health and social needs now and in the future.

Advocate for, and initiate responses to, unmet needs and people experiencing disadvantage in the communities we serve.

Priority: Caring for our resources

Upgrade and maintain our facilities, ICT assets, infrastructure, and work environments and pursue innovative enterprise for the benefit of our people and our environment.

Sustain and develop new sources of funding to serve people now and in the future.

Create opportunities and partnerships and demonstrate our accountability to utilise our resources more effectively in the service of others.

In 5 years' time Calvary will...

Be the health, community and aged care provider of choice, delivering with equity and compassion integrated, seamless, safe and quality care appropriate to the individual and the community's needs.

Introduction

The Calvary Mater Newcastle Translational Research Plan (2021-2023) includes various initiatives identified as priorities for our hospital. The objective of this plan is to identify actions that will be implemented within our service in alignment with the Calvary National Strategic Plan, and uphold the mission and values of the organisation. The plan has been developed using a collaborative approach which draws upon initiatives from various Little Company of Mary Health Care National plans, Commonwealth and State Health Reform initiatives, Calvary Mater Newcastle Service Agreement commitments and targets, and the Greater Metropolitan Newcastle Health Service Operational Plan.

Our vision is to be recognised as a global leader for translating research outcomes into improvements in health care for the community. We believe that research should directly benefit patients; therefore, we aim to align our research work with our clinical priorities. We will achieve this by creating an environment where high quality research is an integrated component of health care provision; thus providing long-term relevance and sustainability.

We expect our initiatives will promote specific improvements in the development of new treatments, innovative technologies, critical appraisal of procedures and evidence-based models of care. Thereby embedding a culture of research excellence into our service and providing high-value health care and quality improvement. Our researchers will adopt a collaborative inter-professional approach that yields research outcomes which can be delivered straight into our clinical areas of need.

Our goals are to:

1. Increase the capacity for research and clinical trials
2. Enhance Calvary Mater Newcastle's profile as a world leading research hospital
3. Strengthen the performance and quality of high value research
4. Encourage new and diverse participation in research for researchers, clinicians and consumers
5. Sustain an organisational commitment to support and develop research leadership roles
6. Ensure good corporate and clinical governance that promotes accountability and responsibility
7. Deliver improved clinical care and better health outcomes



Background

Calvary Mater Newcastle, is a publicly funded 215 bed affiliated hospital in Newcastle, NSW and is the major cancer care centre for the Hunter New England Local Health District (HNELHD), delivering more than 340,000 occasions of outpatient services and in excess of 16,000 inpatient treatments per year. We have academic, teaching and research affiliations with the University of Newcastle and Hunter Medical Research Institute.

Hunter New England Local Health District covers a region of 131,785 square kilometres, including the Greater Newcastle and Lower Hunter clusters. There are an estimated 929,200 persons living across the HNELHD, with the majority living in the regional centres of the Greater Newcastle and Lower Hunter clusters. Recent reports estimate the incidence of all new cancers across the HNELHD as 680 per 100,000 persons, with this figure increasing by 2.2% annually.

At Calvary Mater Newcastle, the pursuit of scientific excellence takes an interdisciplinary approach. Whilst our research can be categorised into core areas, our researchers adopt a cooperative and collaborative spirit, allowing a stimulating and effective research culture to be embraced by all.

We have a large number of clinical trials (approximately 100 per year), which run across a number of Clinical Trial Units including: Haematology, Medical Oncology, Melanoma, Palliative Care, Psycho-oncology, Radiation Oncology, and Surgical Oncology; all of which operate within the HNE Cancer Research Network, and Clinical Toxicology, Mental Health and Critical Care.

In addition to the vast number of clinical trials available to patients throughout the hospital, there are also dedicated research laboratories located in the departments of Medical Oncology, Haematology and Toxicology, as well as a state-of-the-art dosimetry and computing facility located in Radiation Oncology / Medical Physics.



NSW regional health partners

NSW Regional Health Partners (NSWRHP) works to accelerate the translation of evidence into practice to improve the health and wellbeing of regional, rural and remote communities. It was accredited by the National Health and Medical Research Council (NHMRC) as a Centre for Innovation in Regional Health (CIRH) in 2017. NSWRHP is also one of nine health research translation centres across Australia that together form the Australian Health Research Alliance (AHRA). The Centres collaborate to develop and implement improvements in health service delivery and population health to ensure better health outcomes for all Australians.



NSWRHP is supported by eight strategically aligned partners who have a long history of working together to deliver successful programs prior to the establishment of the Centre, these include:

- Calvary Mater Newcastle
- Central Coast Local Health District, Hunter New England Local Health District and Mid North Coast Local Health District
- Hunter New England Central Coast Primary Health Network
- Hunter Medical Research Institute
- University of Newcastle and University of New England

The partners serve a population of approximately 1.5 million people, including 10% of Australia's Aboriginal population. The Centre supports developing and nurturing strong and genuine partnerships between the academic and health care sectors in our region to enable a shared focus on the major health care issues facing our communities. Core to success is facilitating the delivery of innovative models of health care supported by engaged health service managers, driven by patient and clinician needs, designed using the best available evidence and rigorously evaluated to produce outcomes that influence clinical practice and health policy locally, nationally and internationally.

The Centre supports new ways of working by researchers, clinicians and managers within its eight partner organisations. By bringing the partners together to share information, reduce duplication and share resources, the Centre leverages existing activities to accelerate change within each organisation. It is also resourced by the Medical Research Future Fund (MRFF) to fund new initiatives to translate evidence into practice. The partners are committed to sustainable improvements to ways of working within their organisations in order to deliver better care.



Partnering with consumers in research

Consumers are defined as people who have a lived experience of a health issue. They might receive health care or advice, or otherwise use health care services. They include patients, their friends, families, carers and members of the general public. The terminology used for consumer involvement in research can be interchangeable with terms like 'consultation', 'participation', 'engagement', 'partnership', 'co-production', 'co-design' and 'collaboration'.

We are committed to building and maintaining diverse relationships that strengthen the links between the hospital and the communities it serves. Our hospital has developed a Consumer and Community Engagement Framework (2018-2021) in partnership with our Community Advisory Council (CAC). The framework provides an overarching structure to guide and support the hospital's engagement with consumers and the community. The aim of the framework is to improve community health outcomes by providing services that are reflective of each person's individual needs and those of the wider population.

Our consumer research priorities are:

- To increase awareness of the merits of consumer participation
- To promote the benefits of integrating research into clinical care
- To involve consumers in research activities and strategic planning that will drive future research priorities
- To train consumers in reviewing research and contribute to research development

Our hospital recognises that a culturally respectful and responsive health system is essential to improve health outcomes for Aboriginal people and every employee of the NSW Health system has a valuable role to play. We are committed to developing and implementing new strategies focused on increasing Indigenous research and ensuring that all Indigenous research is conducted in a culturally safe way and collaboratively with the Aboriginal community, whilst improving the health and well-being of all Aboriginal people.

We aim to meet the health needs of culturally and linguistically diverse (CALD) consumers. We aim to ensure they have equitable access to health care services that are culturally responsive, safe and high quality. Our research strategy is to improve health research and participation in clinical trials with vulnerable groups; in particular respecting and making provision for the culture and language of others in the research that we do.

The Spirit of Calvary reminds us what 'being for others' looks like in practice. The most important test of our authenticity and integrity is the experience of the people we serve.



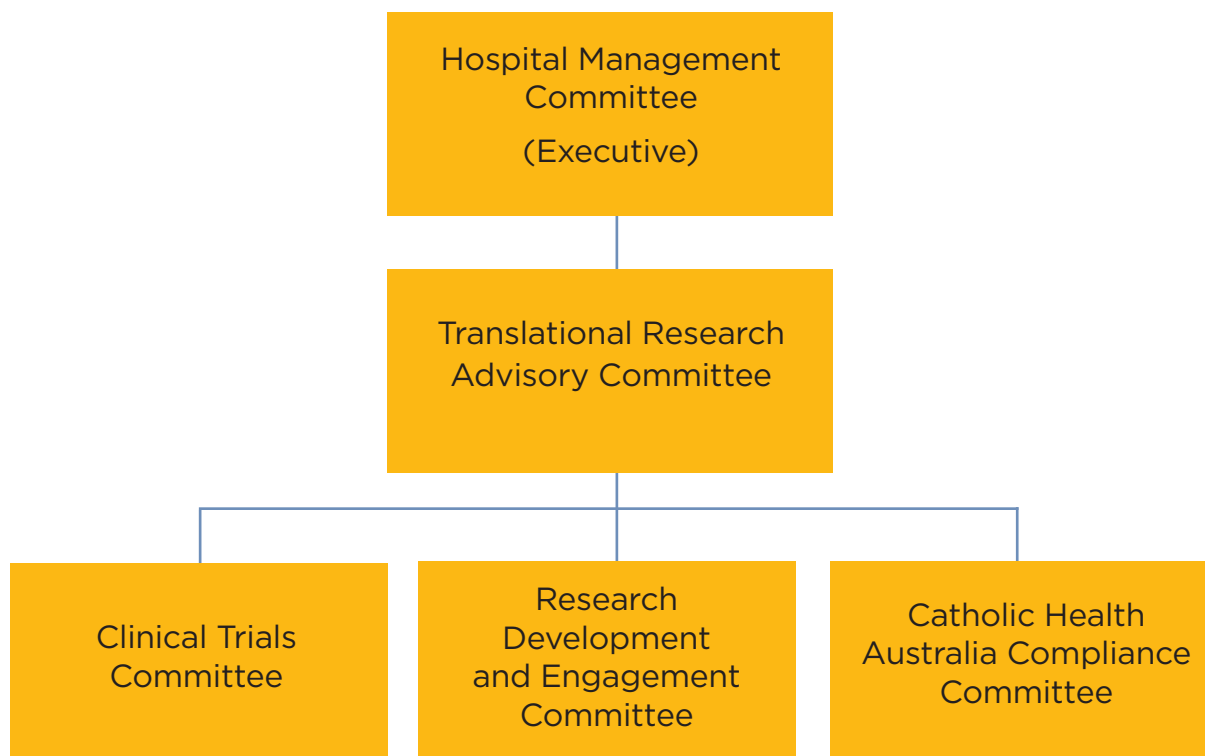
Research governance and ethics

At the very heart of Catholic health care is a distinctively person-centred vision based on belief in the essential dignity of each human person. Calvary Mater Newcastle seek to foster a healing environment that acts in the best interest of patients and families. We adhere to the Catholic Health Australia's Code of Ethical Standards which sets out the basic principles of care in the Catholic tradition. These principles are applied to all research conducted at Calvary Mater Newcastle via the governance of our Catholic Health Australia Compliance Committee.

We are the main centre for cancer clinical trials in the Hunter region and are a world leader in Medical Oncology, Haematology, Radiation Oncology, Palliative Care, Clinical Toxicology and Mental Health research; we also have a range of basic science laboratory work and large scale implementation studies.

Research at Calvary Mater Newcastle is interdisciplinary, with researchers working in partnership with clinicians, consumers, universities and affiliated organisations, to yield research outcomes that lead to improved treatments for the benefit of our patients. We aim to conduct research that meets the needs of the individual and communities we serve to the highest possible standard and to develop supportive policies and frameworks that support research excellence, quality and value.

Our priority is to implement robust governance systems that ensure accountability and responsibility for hospital-based research, and embed research into all aspects of clinical care; with an expectation that translational research will lead to improved patient care. The governance process for research conducted at the Calvary Mater Newcastle (CMN) is managed by the CMN Research Office and the Translational Research Advisory Committee (TRAC). Our research governance framework enables our institution to be held accountable for the scientific quality, ethical acceptability and safety of research at Calvary Mater Newcastle.



Key focus areas

The Calvary Mater Newcastle Translational Research Strategic Plan (2021-2023) provides the hospital with leadership and direction that enables the translation of knowledge created through research into clinical practice, health policy, health services and systems and public health.

We must ensure that we are:

- ✓ **RELEVANT** - Ensure that research is patient-focused, addressing and responding to community needs
- ✓ **INTEGRATED** - Enhance integration of research into all aspects of clinical care and across the continuum of health
- ✓ **COLLABORATIVE** - Promote collaboration and productive research partnerships that drive innovation and quality
- ✓ **INCLUSIVE** – Ensure diversity in research and include the community as partners in research development
- ✓ **INNOVATIVE** - Foster a culture of research innovation, translation and redesign
- ✓ **SUSTAINABLE** - Establish a sustainable model to grow and develop research into the future
- ✓ **ACCESSIBLE** - Develop, train and mentor emerging researchers, patients and consumers
- ✓ **ETHICAL** - Uphold the mission and values of Calvary, as well as all legislative requirements

Key performance measures

In a context where there is an increasing demand to evaluate the outcome of medical research, our plan aims to develop a set of indicators that measure the impact of translational research. This includes evaluation of:

OUTCOMES:

- Consumers involved in research
- Recruitment of patients into clinical trials
- Clinician-initiated research and clinical trials
- Research training and educational activities
- Research grants and funding
- Publications, presentations, citations
- Awards and recognition

IMPACTS:

- ▶ Improved health outcomes
- ▶ Improvements in clinical practice
- ▶ Improved community morbidity and mortality rates
- ▶ Improved access to a wider range of treatments
- ▶ Improved clinician engagement in research and quality improvement
- ▶ Improved patient and staff experience of healthcare
- ▶ Broader economic and social benefits of improved health

Strategic priorities

1. Research quality and safety

- To ensure research safety, excellence, quality, and value through a cycle of continuous improvement
- To build workforce capability in research and clinical trials by developing and implementing education and training for staff
- To create respectful, collaborative relationships with our research partners
- To integrate research into all aspects of clinical care, which results in the translation of research into improved patient outcomes

2. Caring of our researchers, consumers and working environments

- To provide safe, equitable workplaces that are respectful of diversity and support cultural safety in research
- To attract, support and maintain diverse research groups and consumers who value making a difference to community health outcomes
- To effectively apply Calvary's mission, values and ethical standards to all aspects of research and clinical trials
- To involve consumers in research activities and planning that will drive future research themes

3. Partnering and planning for research in the present and into the future

- To plan and deliver future research developments and be ready to respond to opportunities that will positively impact research
- To foster research partnerships that meet health and social needs now and in the future
- To advocate for and initiate new research in response to the needs of people experiencing social disadvantage in the community
- To promote leadership development through a strategy of succession planning, talent management, coaching and mentorship

4. Caring for our research resources

- To upgrade and maintain our facilities, research assets and infrastructure for the benefit of our researchers and our environment
- To sustain and develop new funding opportunities for research and clinical trials
- To create opportunities and research partnerships to utilise our resources more effectively, efficiently and sustainably
- To increase the capacity of clinical trials and bring together interdisciplinary research teams to improve health outcomes

Calvary Mater Newcastle Translational Research Strategic Intent 2021-2023

Our Research Mission

To support a broad spectrum of high quality research, create an environment where research is an integral component of sustainable health care and propel innovative translational research into improving the health of individuals, communities and populations.

Our Vision

To be recognised as a world class research facility that benefits the individuals and communities we serve.

Our Values

- Hospitality
- Healing
- Stewardship
- Respect

Our Goals

- Increase capacity of research and trials
- Enhance Calvary Mater hospital profile
- Strengthen performance and quality
- Encourage diverse participation
- Support research leadership roles
- Ensure good governance in research
- Deliver improved clinical care and better health outcomes

Our Strategic Priorities

1. Research Quality and Safety
2. Caring for our researchers, consumers and working environments
3. Partnering and planning for research in the present and into the future
4. Caring for our research resources



Mater Newcastle

1. Strategic Priority - Research Quality and Safety

STRATEGIC PRIORITY	ACTIONS
1.1 To ensure research safety, excellence, quality, and value through a cycle of continuous improvement	• Develop a plan to safely enable virtual capability for conducting clinical trials, including: - o Safety and risk management frameworks - o Guidance for researchers and managers - o Digital trial management systems - o Remote site monitoring - o Data security - o Education and training • Ensure high levels of governance for early phase clinical trials (Ib-III) and other research activities, including: - o Compliance with Good Clinical Practice (GCP) - o Responsibilities of the sponsor role and function - o Legislative requirements and national guidelines - o Research ethics, legal, indemnity, intellectual property - o Risk management, safety monitoring and reporting - o Financial management - o Data collation, reporting, analysis
1.2 To build workforce capability in research and clinical trials by developing and implementing education and training for staff	• Engage with medical leaders, managers and administration to improve understanding and awareness of the benefits of research in clinical practice and to support the research vision • Develop and implement a strategy to build clinical trial management capability and enhance integration across departments • Scope ways to consistently include junior doctors and students in research and clinical trials to enhance clinical learning experiences • Identify departments or craft groups that can accommodate research students and scope projects that can be delivered within the university frameworks e.g. MD programme • Enhance consumer capability to enable participation in research development, planning and co-design • Support the education and training of researchers to successfully work with consumers as partners
1.3 To create respectful, collaborative relationships with our research partners	• Implement the research targets for the Consumer and Community Engagement Framework for 2020 • Support strategies for increasing research with Aboriginal and Torres Strait Islander peoples that focus on Closing the Gap • Support strategies for increasing research with socially disadvantaged groups, CALD community, end of life care and aged care • Maintain open and transparent partnerships with HNE, UoN, HMRI, NSW RHP, OHMR to increase opportunities for research funding and access to resources and facilities
1.4 To integrate research into all aspects of clinical care, which results in the translation of research into improved patient outcomes	• Engage with clinical directors to establish mechanisms to improve relationships across units and networks to increase research activity and research translation • Look for opportunities to realign relationships with other healthcare providers to enable more efficient delivery of research and clinical trials e.g. rural facilities and private providers



2. Strategic Priority - Caring of our Researchers, Consumers and Working Environments

STRATEGIC PRIORITY	ACTIONS
2.1 To provide safe, equitable workplaces that are respectful of diversity and support cultural safety in research	• Manage equitable and increased access to research facilities, infrastructure and resources at CMN; to better enable researchers to conduct high quality research • Scope the possibilities for research staff to work remotely or flexibly from home, with increased access to IT support and infrastructure • Develop and implement a COVID-19 safe work plan for research and clinical trials, that can be scaled up and down • Implement culturally safe and secure research environments where Aboriginal and Torres Strait Islander peoples feel supported in their identity, culture and community
2.2 To attract, support and maintain diverse research groups and consumers, who value making a difference to community health outcomes	• Increase diversity and representation in researcher groups and research participants and ensure diverse representation on all research governance committees • Increase interpreter usage and eligibility of the CALD community in research and clinical trials • Establish research mentors and supervisors for researchers and consumers with representation from diversity groups
2.3 To effectively apply Calvary's mission, values and ethical standards to all aspects of research and clinical trials	• Redesign the annual research report to show research impact on the community and patient care outcomes, including: - o Patient stories - o Researcher motivations - o Clinical learning and development - o Diversity in research • Establish promotional events and activities that acknowledge the contribution of researchers and participants, leading to enhanced consumer and clinician engagement
2.4 To involve consumers in research activities and planning that will drive future research themes	• Develop a database for consumers to participate in research activities, ensuring easy access for researchers to partner with consumer groups • Implement strategies to ensure that consumer participation in research is diverse and representative of the local community demographics



3. Strategic Priority - Partnering and Planning for Research in the Present and Future

STRATEGIC PRIORITY	ACTIONS
3.1 To plan and deliver future research developments and be ready to respond to opportunities that will positively impact research	• Conduct a scoping plan for the development of a whole of hospital approach to clinical trial operational management to improve efficiencies, streamlining and increase capacity • Explore new research opportunities for innovation and industry partnerships including: - o Technology and biosensors - o Software, big data, AI and “omics” - o Virtual/Telehealth trials - o Research in the home • Conduct an environmental assessment of CMN laboratories to determine the risks, priorities, capabilities, infrastructure support and PC2 accreditation/certification needs • Develop and implement CMN policies and procedures for protecting research assets and intellectual property
3.2 To foster research partnerships that meet health and social needs now and in the future	• Maintain our community partnerships with the PHN and NGOs, to explore new opportunities for conducting collaborative research on health care priorities and social disadvantage • Seek feedback from CMN staff, researchers and consumers on how to future-proof research at CMN, ensuring agility and flexibility to meet future community needs
3.3 To advocate for and initiate new research in response to the needs of people experiencing social disadvantage in the community	• Support research development that will lead to increased research activity in our vulnerable groups, including: - o Aboriginal and Torres Strait Islander health - o Multicultural health - o Rural and remote health - o Aged and community care - o End of life care - o Mental health • Develop and implement a research framework for the use of PROMS and PREMS, with the goal to enhance engagement with consumers and clinicians, and embed research into clinical practice • Promote use and improve access to health economics support, to enable research to be translated up to regional or national level
3.4 To promote leadership development through a strategy of succession planning, talent management, coaching and mentorship	• Establish a culture at CMN that values the highest ethical standards that ensures research responsibility, accountability, respect and engagement, by promoting good governance, role-modelling, education and training • Develop and implement a program to support leadership development, talent management and career/succession planning for researchers; this will include supervision, coaching and mentoring



4. Strategic Priority - Caring for our Research Resources

STRATEGIC PRIORITY	ACTIONS
4.1 To upgrade and maintain our facilities, research assets and infrastructure for the benefit of our researchers and our environment	• Review and audit existing research equipment across CMN and identify and assess issues relating to maintenance • Explore options for strengthening the research and clinical trials workforce to ensure long-term sustainability e.g. extended or permanent contracts, and develop streamlined HR processes for research placements • Scope funding opportunities for laboratory refurbishment and streamlining of service contracts
4.2 To sustain and develop new funding opportunities for research and clinical trials	• Develop a strategy to fast-track clinical trials and quickly mobilise teams around available funding or new opportunities • Develop a strategy to enhance the external profile of CMN research as a method to increase new philanthropic funding • Increase researcher and clinician awareness of implementation science and opportunities for government funding in translational research • Support and develop innovative investigator led pilot trials, that may lead to collaborative partnerships and higher levels of grants and funding
4.3 To create opportunities and research partnerships to utilise our resources more effectively, efficiently and sustainably	• Support strategies that increase inter-departmental research collaboration and the formation of interdisciplinary teams • Conduct a scoping plan to review the governance, workforce and infrastructure requirements to conduct Early Phase and First in Human clinical trials at CMN
4.4 To increase the capacity of clinical trials and bring together interdisciplinary research teams to improve health outcomes	• Explore opportunities for further growth in clinical trials and develop an infrastructure scope of works • Engage with departments that have low research activity and build clinician capability to initiate and lead clinical trials • Explore opportunities to lead large scale multi-centre clinical trials between partners of NSW RHP and other ARHs



Legend

- CMN – Calvary Mater Newcastle
- DMS – Director of Medical Services
- DCSN – Director of Nursing Services
- DOF – Director of Finance and Corporate Services
- DOM – Director of Mission
- PA – Public Affairs and Communications Unit
- QM – Quality Manager
- HIO – Health Information Officer
- CD – Clinical Directors
- RGO – Research Governance Officer
- RSC- Research Support Coordinator
- TRAC – Translational Research Advisory Committee
- CTC – Clinical Trials Committee
- REDE – Research Development and Engagement Committee
- CHA – Catholic Health Australia Compliance
- CDean – Clinical Dean
- DCT – Directors of Clinical Training
- NGO – Non-Government Organisation
- PHN – Primary Health Network
- HNELHD – Hunter New England Local Health District
- PROMS – Patient Reported Outcome Measures
- PREMS – Patient Reported Experience Measures
- SSA – Site Specific Assessment
- SUSAR – Sudden Unexpected Serious Adverse Reaction
- SAE – Serious Adverse Event
- OHMR – Office of Health and Medical Research
- NSWHRP – New South Wales Regional Health Partners
- UoN – University of Newcastle
- HMRI – Hunter Medical Research Institute

Further information

For further information about our research, please visit:

www.calvarymater.org.au/research

If you would like further copies of the plan, please contact us or download a copy from our website.

Contact us:

Director of Medical Services, Calvary Mater Newcastle



02 4014 4707



Mater Newcastle

Awabakal Country
Locked Mail Bag 7
Hunter Region Mail Centre, NSW 2310, Australia
P: 02 4921 1211

www.calvarymater.org.au

Hospitality
Healing
Stewardship
Respect