

# Primary Health Care Research, Evaluation & Development Strategy



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Department of General Practice  
Flinders University  
Adelaide  
South Australia



## RESEARCH CAPACITY BUILDING INITIATIVE – 2006 BUSINESS PLAN

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## INTRODUCTION

The Department of General Practice, Flinders University, receives funding under the Research Capacity Building Initiative of the 2006-2009 Primary Health Care Research, Evaluation & Development Strategy (PHCRED) in order to build research capacity in primary health care.

In presenting this Business Plan, our plans have been based on the Australian Government Department of Health and Ageing "Research Capacity Building Initiative – A Strategic Plan for 2006-2009 (Final draft)" which outlines three key PHC RED strategy goals:

- An expanded pool of Primary Health Care researchers,
- More research relevant to practice and policy, and
- In collaboration with other relevant organisations, well informed primary health care practice and policy

The Flinders University Department of General Practice (DGP) has responsibilities for education, research and service, It also serves as the academic home to two unique organizations who are actively involved in knowledge management and dissemination which include the **Primary Health Care – Research Information Service (PHC RIS)** and the **Primary Mental Health Care – Australian Resource Centre (PARC)**. Both organizations serve to disseminate research and best practices in Primary Health Care delivery throughout Australia as well as gathering and reporting relevant information regarding activities in Australian General Practices and Divisions. The DPG is also the administrative home of the **Flinders Centre for Epidemiology and Biostatistics**. It is the Department's intention to actively involve all 3 organizations in accomplishing the strategic goals of the Flinders PHCRED program by involving members of each organization in the planning and implementation of our strategic plan.

The Department of General Practice has nearly 30 staff members of which approximately half are administratively located in PHC RIS with the other half being engaged in a variety of other departmental activities. We are a dynamic department which has been steadily growing in recent years.

Several changes have occurred in 2005 which impact our business plan for 2006-2009. These include the following:

1. The arrival of **Professor Richard L. Reed** who is the new head of the Department of General Practice. Professor Reed has extensive experience with building research capacity in primary health care both in the United States of America and the United Arab Emirates. He is seeking to adopt a long term research strategy within the department which will result in significant growth in publications and supporting research grants. His vision is to build research teams who focus their research around content areas relevant to primary health care. Beginning in 2006, he will serve as director of the PHCRED program at Flinders University.
2. The Commonwealth refocus of the second phase of the PHCRED program toward developing an **expanded pool of primary care researchers** and therefore less emphasis on broadly developing a primary health care research culture. This strategy links well with Professor Reed's vision to develop content focussed interdisciplinary research teams.
3. The departure of **Associate Professor Liz Farmer** who has been the PHCRED director at Flinders since the inception of the program who made a significant contribution in establishing the Flinders PHCRED program. We will be seeking another person to join the PHCRED research development team to replace her on a part-time basis.

The Department of General Practice has identified three main areas where it is research active as areas of emphasis. These include:

1. **Chronic Disease** – Currently, DGP faculty are pursuing research in management of diabetes in Primary Health Care and are actively engaged in discussions regarding expanding research in other related areas such as depression and Alzheimer's' Disease. We also have an NHMC funded PhD candidate within the Department who is completing a trial of an intervention to improve women's understanding of menopause from a consumer perspective and has been supported and supervised by PHCRED and associated staff.
2. **Disease Prevention and Health Promotion** – DGP faculty are performing projects on improving GP interventions for smoking cessation, programs to improve the use of several preventive interventions in General Practice and literature reviews for the Royal College of General Practitioners in support of their preventive services recommendations. We would like to expand our research in this area to include cancer prevention initiatives.
3. **Dissemination for Impact** – DGP Faculty and Staff particularly in PHC RIS and PARC are involved in a variety of dissemination

activities. It is our desire to build upon these activities to formally research different modes of dissemination.

In addition, the department has developed partnerships with key clinical stakeholders within South Australia. This includes the:

- 1. Southern Adelaide Division of General Practice.** The Flinders University (DGP) has a long relationship with the Southern Division. As the catchment area for Flinders University affiliated hospitals and the Southern Adelaide Division are virtually identical, there is already a high degree of collaboration. We are currently working together to develop a program to improve the management of diabetes mellitus in the Southern Adelaide Division. We are seeking ways to further develop linkages and formalise this already excellent relationship
- 2. The Southern Adelaide Health Service (SAHS).** The South Australian Government has recently implemented a plan to regionalize health care planning and operations. As part of the reorganisation, the SAHS was created which includes
  - Flinders University affiliated medical facilities (Flinders Medical Centre (FMC),
  - Noarlunga Health Services (NHS)
  - Repatriation General Hospital (RGH)
  - Drug & Alcohol Services South Australia (DASSA).
  - Inner Southern Community Health Service (ISCHS)
  - Southern Child & Adolescent Mental Health Services.The SAHS is very interested in using general practice as a means of improving Southern Adelaide population health and the DGP has engaged in a dialogue with key decisions makers to include DGP in its planning to assist with evaluation of programs developed to promote health improvement. The DGP is in the process of developing a concept paper on how to measure the health of the SAHS population.
- 3. Southern Australia Divisions of General Practice Inc. (SADI).** Dr. Tori Wade was until recently the director of PARC and is now full time director of SADI. It is our goal to build on this relationship to develop collaborative research projects which will promote both the DGP research agenda and that of SADI. We have recently partnered to bid on a Commonwealth Tender to perform a literature search on linkages between hospitals and the community regarding suicide prevention.
- 4. Other Divisions within South Australia.** Over the years, other divisions particularly in the Southern Region of the state have had productive interactions with the DGP regarding research. It is our

intention to build on our relationships with selected interested divisions around specific projects of common interest. Divisions that we have recent contact with include the Western Division and the Adelaide Hills Division.

- 5. Relationships with specific General Practices who are interested in research.** We have identified general practices that are particularly interesting in working with Flinders University. Often these are the same group practices that provide the bulk of clinical precepting for senior medical students doing their general practice rotation. We will seek in 2006 to foster these relationships to collaboratively develop research projects. Our goal is to establish a research network which will collaboratively develop research projects.

We are seeking to expand and enhance these relationships to promote Primary Health Care research within these organizations. We believe by working in collaboration with these groups and responding to their needs for information, the research generated will have a greater impact. By developing research projects that are close to actual practice, there is a much greater likelihood of widespread dissemination. By identifying individuals interested in PHC research in these organizations we will be able to develop our capacity to conduct research projects highly relevant to clinical practice and policy.

In addition to working with clinical stakeholders, the Department seeks to develop closer linkages with other Flinders University Research Programs of relevance to primary health care research to increase our critical mass of investigators. Flinders University has adopted a strategy to fund key areas of strategic research investment in which it already has expertise and are likely to be areas of future research growth. We seek to increase our interaction with the following programs:

- 1. Flinders Centre for Clinical Change & Health Care Research.** This research program is sponsored by Flinders University as one of 15 Areas of Strategic Research Investment (ASRI). This ASRI has as its primary emphasis filling critical gaps in our knowledge on chronic disease management, and later and end-of-life health care for older adults. This matches closely the department's interest in chronic disease
- 2. Flinders Centre on Equity, Well-being and the Social and Economic Determinants of Health.** This program was recently funded by Flinders as another ASRI. Both Professor Reed and Associate Professor Libby Kalucy were engaged in the

development of the proposal. Its emphasis on the social aspects of health is appropriate for primary health care.

3. **The Flinders Aboriginal Health Research Unit (FAHRU)** has been established to coordinate, conduct, support and grow Aboriginal health research across all Flinders University campuses, enhance partnerships and links with Aboriginal people and other stakeholders. DGP have had a long term relationship with this unit but will seek to strengthen this in the coming year.

We are also seeking to build/strengthen our relationships with National organizations such as the Royal Australian College of General Practitioners, the College of Rural and Remote Medicine, Australian Divisions of General Practice and the Australian Primary Health Care Research Institute (APHCRI).

Research capacity building is increasingly seen as an activity that enhances organizations as well as individuals. Although the primary focus of our efforts will be to educate and mentor early/mid career PHC researchers, it is also our desire to simultaneously increase the Flinders' DGP capacity to undertake substantial research projects in which early to mid career investigators can participate, which will increase the potential for impact. We believe this is most likely to occur by building research expertise within the department in identified areas of strength where we currently have active research programs and to explicitly include early/mid career researchers as members of these teams. Our plan involves identification of research interested individuals within the DGP as well as affiliated clinical partners and members of Flinders University research organizations to participate in these research career development opportunities.

By doing this we believe we will also promote sustainability as these individuals will be most likely able to integrate their new research skills within the organizations that they are working for. We will also continue to make opportunities available for interested individuals not affiliated with the Department of General Practice and its clinical partners or Flinders University whose research interests broadly match areas of expertise or interest by research active departmental faculty and there appears to be a good potential for long term sustainability.

We have specifically defined our PHCRED research plan in the following business plan. For each objective, there are several strategies for focusing activity during 2006. Detailed performance indicators and budget requirements are described. This Business Plan reflects

progress towards the overall PHCRED Strategy goals and specific RCBI objectives for the Department. The plan builds upon activities of earlier years and represents a refinement based on the experience of past years.

The following table illustrates:

- a) Objectives and strategies against each of the PHCRED Strategy goals
- b) Activities planned for 2006
- c) Associated performance indicators
- d) Linkages with PHCRED Strategic Plan objectives.

**OBJECTIVE 1: TO INCREASE THE POOL OF PRIMARY HEALTH CARE RESEARCHERS BY UP-SKILLING EARLY/MID CAREER RESEARCHERS, AND SUPPORTING THE SUSTAINABLE ADVANCEMENT OF RESEARCH CAREERS IN PRIMARY HEALTH CARE (NOTE: THIS IS THE PRIMARY OBJECTIVE FOR RCBI)**

This objective meets the first Goal of the PHCRED Strategy - an expanded pool of primary health care researchers

STRATEGIES	ACTIVITIES	INDICATORS
1.1 Create opportunities for early-mid career researchers to undertake a program of research training and mentored research	1.1 Research Development Program (RDP) Fellows (2) Research bursaries (3) Research scholarships (3) Writing grants (up to 5) Mentoring Structured research meetings/workshops Teaching research skills	1.1 List appointments of PHCRED RDP fellows, bursary holders, scholarships holders and writing grants List evidence of involvement of PHC researchers in DGP research teams List number of PHC researchers being supervised or mentored under Flinders PHCRED program
1.2 Improve the research skills of early-mid career researchers through the provision of research training and support	1.2 Attendance at twice monthly departmental research seminars Attendance at Statewide PHCRED collaboration conference Supervision Mentoring Research methods training courses and seminars Encourage enrolment for higher degrees	1.2 List attendances and presentations at twice monthly research meetings List attendances and presentations at annual PHCRED State-wide Conference. Provide evidence of mentoring and support structures for PHC researchers

	<p>and diplomas</p> <p>Research methods training courses and seminars</p> <p>Have ongoing writing groups (e.g. PHCRED, Department of General Practice)</p> <p>Participation of selected early-mid career researchers in on-line clinical research course (MMED 8901 Clinical Research Methods) offered by the Flinders DGP</p> <p>Individual mentoring at all levels which includes development of learning contracts regarding plan for increasing research skills</p> <p>Develop learning contracts with people appointed to the PHCRED research development program. (The are agreements between early to mid career trainees and their mentors regarding specific acquisition of research skills as well as attainment of research project milestones).</p>	<p>Provide evidence of opportunities for research methods training including programs, presentations and evaluations of these programs at Flinders University and throughout SA Affiliated Programs</p> <p>List attendances at research methods courses, seminars and Workshops</p> <p>List numbers of PHC researchers involved in pursuing higher degree/diploma courses with research methods component</p> <p>Satisfaction survey of early to mid-career researchers re mentoring</p> <p>Interviews with RCBI funded early-mid career researchers re success on indicators of learning contracts</p> <p>Assessment of assigned mentors re acquisition of necessary research skills during course of project</p>
<p>1.3 Provide opportunities for early-mid career researchers to gain experience through participation in research teams</p>	<p>1.3 Publicise areas of active research within the Department of General Practice</p> <p>Publicise senior researcher projects in which early/mid career researchers might participate</p>	<p>1.3 List GP and primary health care professionals involved in research projects within each research theme</p> <p>Provide evidence of Flinders early –</p>

	<p>Research planning meetings</p> <p>Offer research opportunities in larger studies</p> <p>Promote concept of research practices in PHC</p>	<p>mid career trainees gaining experience in established research projects during the term of their PHCRED support</p>
<p>1.4 Provide mentoring and support for early-mid career researchers to apply for, and obtain additional research funding</p>	<p>1.4 Publicise research project funding opportunities</p> <p>Encourage applications for grants</p> <p>Provide practical help in writing grant applications</p> <p>Improve grant awareness</p> <p>Align research skills with current projects</p> <p>Provide high quality mentoring</p>	<p>1.5 List applications for PHCRED research funding from people in government and non-government agencies</p> <p>Provide evidence to show support provision for PHC researchers to write applications for extramural grant funding</p> <p>List evidence of attendance at research meetings by members of research teams – including senior researchers</p>
<p>1.5 Develop and/or implement course work aimed at providing research education and training to early-mid career researchers</p>	<p>1.5 Examine current research courses available at Flinders University</p> <p>Avoid duplication between members of state-wide collaboration</p> <p>Pursue joint programs of mutual benefit within state-wide collaboration</p> <p>Provide peer review feedback of DGP</p>	<p>1.5 List research methods courses currently available that are suitable for GPs and primary health care professionals</p> <p>Provide evidence of employment of PHCRED director with sufficient experience to provide additional</p>

	research educational programs	<p>support and mentor for PHC researchers</p> <p>Provide evidence of employment of PHCRED Program Manager with sufficient experience to provide additional support and mentoring for PHC researchers</p> <p>Provide evidence of employment of PHCRED Program Coordinator with sufficient experience to provide additional support and mentoring for PHC researchers</p> <p>Provide evidence of discussion of coordination of researcher training options across state-wide collaboration</p>
1.6 Develop and implement a local PHCRED communication strategy including recruitment of individuals interested in pursuing PHCRED sponsored research within the department	<p>1.6 Develop higher profile promotion of Flinders PHCRED activities</p> <p>Collaborate with other PHC groups to jointly promote activities</p> <p>Continue to operate SARNet List server and Website Notices</p> <p>Develop strategy to market research option to GP Registrars</p>	<p>1.6 Provide evidence of communication strategy to promote PHCRED program to all primary health care professionals</p> <p>Provide evidence of advertising and promoting local opportunities for conducting PHC research</p> <p>List evidence of targeting of community-based GPs as an important source of future PHC researchers</p>

		Provide evidence of opportunities for medical students to have involvement in PHC research activities Provide evidence of plan to communicate with GP registrars
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**Suggested Strategies/Activities:** Grad Dip PHC, research-related training courses, mentoring, research practices, research networks, awards of NHMRC Scholarships and Fellowships

## MEASURES

**Table 1: Number and range of early-mid career researchers supported under RCBI eg RDP placements, bursary- and award-holders**

Name	Qualifications (existing)	Research level (1-5 see below)	INPUT from RCBI: funding 1=all (100%); 2=most (≥50%) 3= some (<50%)	Other funding	INPUT from RCBI: supervision (formal, informal, ad-hoc) <sup>1</sup>	FTE	Explanatory text (aim of support) eg grant writing, applying for higher degree, etc

1= pre Masters 2=Masters 3=PhD 4=post doctoral 5=other (including research project meetings, tutorials and seminars where researchers learn by watching and contributing to research in action)

**Table 2: Provision of appropriate research training and support\* for early-mid career researchers (RCBI activities)**

Type of activity eg workshop, writing group, mentoring, on-line training, network management	# and type of participants (GPs, Allied Health, Divisions staff etc)	Total # participant hours	Contribution from RCBI (financial or in-kind): 1=all (100%); 2=most (≥50%) 3= some (<50%)  List other contributions where	Explanatory text (aim of support) eg grant writing, applying for higher degree, etc

<sup>1</sup> Formal includes formal mentoring, student supervision and line management

Informal includes informal mentoring on career and study options

Ad hoc includes assistance addressing a particular and immediate research problem

			appropriate (organisation, amount/type)	

Include case studies (1/2 page) and any relevant contextual information eg workforce issues, access to people and resources, suitable skill mix etc.

\* *Support* means that substantial formal support is provided to the student/researcher by the RCBI-funded University Department, such as formal supervision by an academic, use of facilities for three or more months or participation in a research project or an RCBI-supported development activity.

**OBJECTIVE 2: TO SUPPORT EARLY-MID CAREER RESEARCHERS TO UNDERTAKE MORE HIGH QUALITY PRIMARY HEALTH CARE RESEARCH AND ENSURE ITS RELEVANCE TO POLICY AND PRACTICE BY ALIGNING IT WITH IDENTIFIED NEEDS AND PRIORITIES.**

This objective meets the second Goal of the PHCRED Strategy - More research relevant to primary health care policy and practice.

<b>STRATEGIES</b>	<b>ACTIVITIES</b>	<b>INDICATORS</b>
2.1 Integrate PHCRED funded early-mid career researchers into departmental research program which focuses on themes relevant to policy and practice.	2.1 Include PHCRED sponsored early-mid career researchers in grant proposals and unfunded research projects initiated in the department. Incorporate PHCRED funded early-mid career researchers into ongoing research projects in identified areas of research activities. Encourage and mentor early-mid career researcher(s) in writing own grant proposal if this individual is ready to	2.1 List projects that include PHCRED sponsored early-mid career researchers.

	undertake this task.	
2.2 Undertake dialogues with policy advisors, practitioners and other key stakeholders at local and national levels to inform, and maximise the relevance of, local programs.	2.1 Maintain an active PHC Advisory Committee. Develop clinically relevant projects jointly with clinical stakeholders. Develop policy relevant projects with dialogue with key policy stakeholders	2.1 List membership of broadly based Flinders University PHCRED Advisory Committee. List consultations with key senior Flinders University researchers associated with PHCRED programs. Provide evidence that General Practice research seminars are aligned to key national priority areas. Provide evidence that research projects taking place at Flinders University DGP correspond to key national priority areas.
2.3 Increase the amount of relevant research undertaken under RCBI by early-mid career researchers	2.3 Opportunities for early involvement by new researchers in research project Encourage involvement in research teams Encourage highest quality methods to enhance opportunities for publication	2.3 List number of research projects undertaken by early career researchers List number of scholarships offered in 2006 List number of bursaries offered in 2006 List number of writing grants offered in 2006 List number of collaborations involving researchers in larger studies

		<p>List involvement of new PHCRED researchers at research seminars and research team meetings  Show evidence of new researchers having access for new researchers to high quality research methods and bio-statistical information and advice in pursuing their research interests.</p>
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**Suggested Strategies/Activities:** RDP placements, local bursaries/awards, working on existing grants eg NHMRC priority-driven and investigator-driven grants, APHCRI research grants.

## MEASURES

**Table 3: Number and range of grant applications for research<sup>#</sup> projects undertaken by early-mid career researchers supported under RCBI eg RDP placements, bursary and award-holders**

Full Project Title	RCBI activity level*	Funding body	Funding Amount	Project length in months	RCBI-supported researcher	Collaborators (RCBI staff and associates)	Collaborators (non-RCBI, include professions and/or organisations)	In kind support from health provider/service	Status(completed, successful, in process, short listed but failed, failed)

Only successful grants awarded and unsuccessful applications during the reporting period are to be listed here. Funds received, or activity undertaken against projects previously undertaken, are not to be listed here.

Include details of projects led by RCBI-supported early-mid career researchers (eg RDP placements, local bursaries and awards) and projects in which these researchers participate as junior researchers (eg participation of 100 hours or more on the research projects of senior researchers).

# research includes both research and evaluation

\*A=RCBI lead applicant; B= RCBI co-applicant; C= RCBI key worker or advisory group member D= RCBI key worker time costed in proposal

**Table 4: Number and type of research collaborations# involving early-mid level career researchers supported under RCBI**

Collaborators	Description of joint projects/activities/publications

Could also include case studies (1/2 page) and any relevant contextual information eg workforce issues, access to people and resources, skill mix etc

#Collaborations include only organisations with whom the RCBI-supported early career researcher have formally agreed to work on a defined project/activity, and where collaborative activities were undertaken during the reporting period.

University-based collaborators includes both other Departments, Schools and Faculties within the partner (auspicing) University/ies, as well as collaborations with non-partner Universities.

Description of projects are to be brief, consisting of a simple title which conveys the nature of the project to a lay reader.

**OBJECTIVE 3: TO DISSEMINATE AND FACILITATE THE UPTAKE OF EVIDENCE IN POLICY AND PRACTICE.**

This objective meets the third Goal of the PHCRED Strategy - In consultation with other relevant organisations, contribute to well informed primary health care practice and policy (focus is dissemination and use).

STRATEGIES	ACTIVITIES	INDICATORS
3.1 Engage with policy makers and/or members of relevant clinical provider group throughout the planning, implementation and dissemination of RBCI-supported research to increase impact	3.1 Regular meetings of PHCRED Advisory Committee Familiarise researchers with opportunities for research publication Facilitate dissemination of research findings through publications and	3.1 List meetings of Flinders PHCRED advisory Committee List publications and presentations by PHCRED researchers covering key priority areas List research projects in 2006 involving PHCRED researchers

	<p>other media outlets  Presenting at state and national conferences  Discussion of research proposals and research findings with policy makers  Focus groups with clinicians before and after research projects.  Encourage formation of relevant advisory group for each project</p>	<p>List presentations by PHCRED RCBI supported researchers to PHC mee  List presentations by PHCRED RCBI supported researchers to State Conference  List presentations by PHCRED RCBI supported researchers to National Conferences  List communications regarding proposals and research findings with policy makers  List any focus groups or other discussions with clinicians before or after research projects.</p>
<p>3.2 Use multi-faceted, targeted dissemination strategies tailored to the needs of stakeholders.</p>	<p>3.2 Develop dissemination plans at commencement of each research project  Encourage conference attendance  Contribute to local and community meetings  Contribute to state-wide conference on work in progress  Develop good writing for publication skills</p>	<p>3.2 Provide evidence of a short dissemination plan for each major (e.g. scholarships and RCB fellows and other sponsored projects)  List publications listed in 3.1 above  List workshop and seminar presentations by RCBI supported researchers  List use of media outlets to promote dissemination of research knowledge  List lectures, talks and other community presentations by Flinders PHCRED researchers to disseminate research</p>

		<p>knowledge</p> <p>List presentations by Flinders PHCRED</p> <p>List range of PHCRED RCBI supported presentations to state and national conferences</p> <p>List participation by PHCRED researchers in writing groups</p>
<p>3.3 Participate in the development and implementation of strategies supporting dissemination and uptake of evidence</p>	<p>3.3 Encourage new researchers to discuss with PHC RIS regarding dissemination of research findings</p> <p>Encourage use of websites to promote research findings</p> <p>Encourage collaborations and partnerships developed to facilitate dissemination of research findings.</p> <p>Develop skills in use of various media to promote dissemination of research findings</p>	<p>3.3 List PHC-RIS input into dissemination of research findings</p> <p>List collaborations and partnerships developed to facilitate dissemination of research findings</p> <p>List presentations by Flinders PHCRED RCBI supported researchers to community and other interested groups</p> <p>List use of media outlets to access wider large geographical areas</p> <p>Provide short impact statements on research undertaken</p> <p>Presentations at local, regional and national meetings</p> <p>Peer reviewed publications</p>

**Suggested Strategies/Activities:** Demonstrated linkages and collaborative research with other organisations (eg CRCs, Divisions, Aboriginal Medical Services) or organisations with a focus on uptake of evidence (eg APHCRI, the National Institute of Clinical Studies, Cochrane). Dissemination through publications and presentations, PHC RIS, relevant conferences (eg GP&PHC Conference)

## MEASURES

**Table 5: Publications by RCBI-supported early-mid career researchers**

Authors' names (and organisation)	Title	Publication	Year	Issue/number	Article page numbers	Status (published, in press, submitted) Indicate with * if not peer-reviewed.	Role of RCBI (eg link between authors and RCBI: funding, supervision, mentoring, product of RCBI writing group).	Indicate if first paper for any of the authors

**Table 6: Conference & other presentations by RCBI-supported early-mid career researchers**

Names	Presentation type (oral, poster, keynote, workshop, symposium, CDP, panel)	Presentation title	Event/venue	Date of conference	Role of RCBI (eg link between authors and RCBI: funding, supervision, mentoring, product of RCBI writing group). Indicate if first presentation.

**Table 7: Case studies demonstrating effectiveness in influencing practice and policy**

Project (should already be listed above, with details of time frame)	Research team	Impact: <i>Brief examples (1/2 page) of raised awareness and/or changes in practice or policy that resulted from research project, and how these came about as far as researcher is aware.</i> <i>Aim of project</i> <i>Results</i> <i>Changes observed</i>