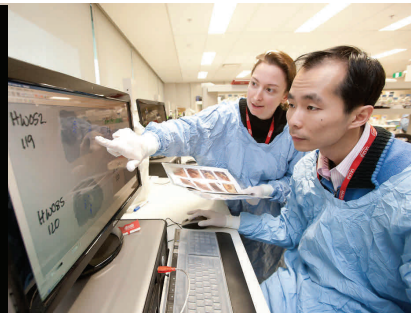
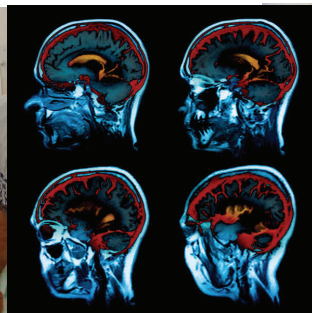
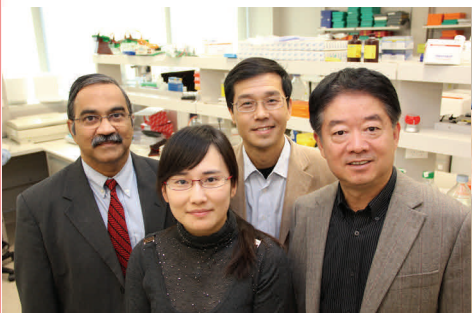




# ILLAWARRA HEALTH AND MEDICAL RESEARCH INSTITUTE

## STRATEGIC BUSINESS PLAN 2014-2018



## **STRATEGIC BUSINESS PLAN 2014-2018**

### **OUR VISION**

*We aspire to 'Excellence, innovation and growth in health and medical research, supporting better health care and leading to a healthier Illawarra community'.*

### **OUR PURPOSE**

*We are building a regionally-relevant, but internationally and nationally-recognised centre of health and medical research targeting health improvements through novel treatments, better clinical practice and preventative health. Our success will attract the highest-quality researchers and clinicians to join us and our partner organisations.*

### **OUR VALUES**

*Excellence, Collaboration, Intellectual Openness and Inquiry, Empowerment, Respect, Integrity, Quality and Accountability, Equity, Community Partnership*

### **THE WAY WE WORK**

*As a broad-based medical research institute, our researchers span many disciplines and seek to:*

- *discover mechanisms and pathways underlying clinical conditions, especially age-related diseases, chronic conditions and mental illness, all particularly prevalent in the Illawarra region;*
- *improve the range and effectiveness of clinical treatments, including lifestyle interventions, new drugs and delivery methods, innovative medical implants and devices; and*
- *develop and test new models of health care and population-health based interventions.*

*Our research programs are inclusive of diverse research interests. In particular, we encourage and foster collaboration between academic and clinician researchers to explore immediately-relevant clinical questions and translate findings to benefit local, state, national and international health practice.*



## 2014-2018 GOALS, STRATEGIES AND TARGETS

<b>GOAL 1</b> Achieve excellence, innovation and translation in targeted health and medical research	<b>GOAL 2</b> Enhance the resourcing of health and medical research in the region	<b>GOAL 3</b> Shape an environment that builds research capacity and fosters collaboration	<b>GOAL 4</b> Inform and engage our local community, the broader public and international audiences	<b>GOAL 5</b> Continually develop our organisation and our people for a sustainable future
We will: <ul style="list-style-type: none"> <li>▪ produce research of national and international standing</li> <li>▪ incentivise and reward inter-disciplinary collaboration</li> <li>▪ foster links with the best researchers in our fields of activity</li> <li>▪ build on existing unique capabilities to develop signature areas of medical innovation</li> <li>▪ foster research in health service contexts to embed evidence-based diagnosis and treatment</li> <li>▪ target research at common conditions and unmet healthcare research needs</li> <li>▪ support population health-based interventions and studies relevant to the region</li> <li>▪ foster research translation into health policy and practice.</li> </ul>	We will: <ul style="list-style-type: none"> <li>▪ provide quality research facilities to academic researchers, clinicians and health professionals</li> <li>▪ provide services to position the region as a clinical trials hub</li> <li>▪ assist researchers to source new funding for targeted research</li> <li>▪ foster research partnerships for new funding and investment</li> <li>▪ procure increased and more diverse funding for research, including philanthropic funds</li> <li>▪ support training and development to build research capacity</li> <li>▪ support the resource needs of an expanding cohort of researchers and activities</li> <li>▪ work collaboratively with UOW and ISLHD to procure major infrastructure improvements for researchers.</li> </ul>	We will: <ul style="list-style-type: none"> <li>▪ develop strong research leadership bridging academic and clinical contexts</li> <li>▪ attract talented and productive academic and clinician researchers to the region</li> <li>▪ make arrangements that assist academic researchers and clinicians to work together</li> <li>▪ build regional and rural networks for practice-based research</li> <li>▪ develop capabilities as a custodian of major data sets for shared use and work with others to broker ease-of-access to major data sets</li> <li>▪ support networking and information sharing to advance the collaborative effort.</li> </ul>	We will <ul style="list-style-type: none"> <li>▪ promote the institute, its researchers and research in the region and beyond</li> <li>▪ engage community members as research volunteers</li> <li>▪ conduct programs to encourage corporate and community participation in philanthropic support</li> <li>▪ host conferences and workshops to profile our research and share research outcomes</li> <li>▪ engage influential business leaders and stakeholders to advocate for support for the infrastructure and funding needs of researchers in our region.</li> </ul>	We will: <ul style="list-style-type: none"> <li>▪ implement sound corporate governance and organisational management</li> <li>▪ develop the business capacity and financial sustainability of IHMRI and its programs</li> <li>▪ strive for operational excellence and innovation in services and facilities for research purposes</li> <li>▪ provide career advancement and development opportunities for research leaders, fellows and students</li> <li>▪ provide career pathways and a positive workplace culture for our staff</li> <li>▪ place senior researchers on nationally-prominent committees</li> <li>▪ align IHMRI priorities with the plans and strategies of our key stakeholders</li> <li>▪ establish opportunities for supporters to donate to IHMRI.</li> </ul>
In two years we will fast track: <ul style="list-style-type: none"> <li>- a 30% uplift in grant and other research income</li> <li>- one large funded inter-disciplinary research initiative in medical innovation, building on an existing unique capability (e.g. materials and radiation physics)</li> <li>- one large population health cohort study established and funded</li> <li>- ISLHD clinician involvement in 10% of overall research income</li> <li>- at least one research program with distinctive Illawarra identity and relevance.</li> </ul>	In two years we will fast track: <ul style="list-style-type: none"> <li>- at least 30% utilisation of IHMRI clinical research facilities by ISLHD clinicians</li> <li>- at least one major contract with research partners.</li> </ul>	In two years we will fast track: <ul style="list-style-type: none"> <li>- a framework for appointment of IHMRI fellows, senior fellows and principal fellows with specific recognition for clinician capabilities</li> <li>- significant uplift in engagement with ISLHD clinicians and GPs</li> <li>- a framework to support ISLHD clinician involvement in targeted research.</li> </ul>	In two years we will fast track: <ul style="list-style-type: none"> <li>- a baseline measure of awareness of IHMRI among the Illawarra community and businesses</li> <li>- at least one major IHMRI fundraising event</li> <li>- at least two Illawarra-based corporate supporters or major research initiatives</li> <li>- the establishment of a research reputation specific to the region and with a distinct Illawarra identity.</li> </ul>	In two years we will fast track: <ul style="list-style-type: none"> <li>- multi-year funding arrangements with our stakeholders</li> <li>- best practice independent MRI governance and management</li> <li>- increased infrastructure funding under the NSW Government's Medical Research Support Program</li> <li>- at least two significant improvement initiatives for operational excellence</li> <li>- a framework and program for procuring philanthropic funds.</li> </ul>

<p>By 2018 we will achieve:</p> <ul style="list-style-type: none"> <li>- a doubling in ACGR income</li> <li>- 20% per annum growth in total research income</li> <li>- ISLHD clinician CI involvement in 20% of overall research income</li> <li>- 50% uplift in publications</li> <li>- two highly-successful inter-disciplinary research programs in targeted medical innovation</li> <li>- two large and sustainable population health cohort studies of local and national significance</li> <li>- established reputation for unique methods in research dissemination and health policy impact.</li> </ul>	<p>By 2018 we will achieve:</p> <ul style="list-style-type: none"> <li>- expanded IHMRI facilities at both The Wollongong Hospital and on the UOW campus</li> <li>- a three-fold increase in IHMRI serviced clinical trials in the region</li> <li>- at least three major research contracts with partners</li> <li>- significant annual disbursement of philanthropic funds to research themes and groups.</li> </ul>	<p>By 2018 we will enable:</p> <ul style="list-style-type: none"> <li>- a significant strengthening of formal academic/UOW presence within the ISLHD</li> <li>- substantial IHMRI-fostered research within the ISLHD and primary care contexts</li> <li>- competitive primary care research via a research network of at least 50 practices</li> <li>- ISLHD clinicians as leading CIs on NHMRC grants.</li> </ul>	<p>By 2018 we will achieve:</p> <ul style="list-style-type: none"> <li>- a doubling on the baseline of IHMRI brand awareness in the Illawarra region</li> <li>- regular profile in national media – at least monthly</li> <li>- a four-fold increase in community involvement in beneficial research activities</li> <li>- a successful Foundation involving business and community leaders</li> <li>- at least five significant corporate supporters of IHMRI programs</li> <li>- two signature conferences with national/international attendance.</li> </ul>	<p>By 2018 we will achieve:</p> <ul style="list-style-type: none"> <li>- substantial ongoing infrastructure funding from the NSW government</li> <li>- at least \$1 million in net fundraising proceeds and 25% or less cost-to-proceeds ratio</li> <li>- 80% of CRTU infrastructure costs recouped from commercial trials</li> <li>- at least two NHMRC principal research fellows or equivalent</li> <li>- representation on at least three nationally prominent committees</li> <li>- at least one significant operational improvement initiative in each service unit</li> <li>- high-profile well attended IHMRI fundraising events and activities.</li> </ul>
<i>Excellence, Intellectual Openness and Inquiry, Collaboration, Quality and Accountability</i>	<i>Excellence, Quality and Accountability, Equity</i>	<i>Empowerment, Respect, Community Partnership, Collaboration</i>	<i>Quality and Accountability, Equity, Community Partnership</i>	<i>Respect, Empowerment, Quality and Accountability, Integrity</i>
<i>Linking bright minds around complex problems to translate discovery into better care</i>	<i>Connecting researchers into quality facilities and services</i>	<i>Bridging academic and clinical research contexts</i>	<i>Engaging the Illawarra and broader communities with our success</i>	<i>Leading from the present to a better and more sustainable future</i>

Note: This high level Strategic Business Plan is complemented by two shorter term and more targeted planning processes, as follows:

1. IHMRI's Research Strategy 2014-16 has been developed through engagement with IHMRI researchers and affiliated centres and groups. It provides a three-year view of IHMRI's research goals (Goal 1, 2 and 3 above) and associated strategies and actions to achieve those goals. It also presents the structure and organisation for IHMRI's research program and incorporates a three-year plan for each of IHMRI's three research themes.
2. IHMRI's Operational Plan is reviewed and developed on an annual basis and addresses IHMRI's business operations goals and the associated strategies and activities to be undertaken each year to work towards achieving these goals. It also presents the structure and organisation of IHMRI operations.