Better health and wellbeing through impactful medical research

QIMR Berghofer Medical Research Institute
Strategic Plan 2022-2026
Welcome to Better health and wellbeing through impactful medical research, QIMR Berghofer’s 2022-2026 Strategic Plan. Our vision is to lead the way to significant innovation in health – nationally and globally. Our strategic plan, which has been developed in consultation with our researchers, professional staff, students and other key stakeholders, outlines how we will achieve this vision.

QIMR Berghofer has earned its place as one of Australia’s top medical research institutes, well known for its ground-breaking and transformative health discoveries. For more than seven decades, we have worked to improve the lives of people locally, and across the globe - driving better health outcomes through impactful medical research.

The value of this mission has never been greater, nor more important, as humankind rises to the challenge of a once in a century global pandemic.

QIMR Berghofer has responded with agility and a determined focus, adapting our capabilities and pivoting our efforts to help meet the community health crisis of our time. This has been our way since 1945, responding to the needs of Queenslanders as a defender of public health.

Today, our team of world class researchers continues this remarkable legacy, supported by our Working better together operating structure which promotes collaboration, inclusion, delegation and teamwork. Living our values of excellence, integrity, respect, collaboration and accountability is fundamental to the way we operate and how we succeed, every day.

By embracing new techniques and technologies to advance medical science, we are leading the way to significant innovation in health – and in doing so, offering hope for a healthier, better tomorrow.

QIMR Berghofer Medical Research Institute acknowledges Aboriginal and Torres Strait Islander peoples as the First people and Traditional Custodians of the lands and waters where we meet, live, learn and work. We acknowledge and celebrate the rich and thriving diversity of Aboriginal and Torres Strait Islander cultures, the oldest continuing living cultures in the world. We recognise that QIMR Berghofer is located on the traditional lands of the Turrbal people and pay respects to their Elders, knowledge holders and leaders – past, present and emerging.
With an enviable reputation for transformative health discoveries and scientific excellence, QIMR Berghofer has secured its place among Australia’s most revered medical research institutes. The awarding in 2021 of the Institute as a Queensland Great is testament to the value the organisation has delivered to the State, and its people, over a proud 76-year history.

Our success as pioneers and discoverers of new research paradigms began from humble beginnings, after World War II. Since then, we have grown from a handful of scientists working out of an ex-military hut into a vibrant and innovative medical research institute, ushering through thousands of talented researchers.

Today, the Institute has around 1000 dedicated scientists and support staff, committed to tackling health challenges important to Queensland. Our collaborative research programs include cancer, infectious diseases, inflammation, genetics of diseases, mental health and neuroscience, population health and Aboriginal and Torres Strait Islander health.

Our extraordinary researchers are global thought leaders and active ambassadors for QIMR Berghofer. Often called as experts and trusted advisors to government, our research has influence on health policies and guidelines. We will continue to attract the most exciting academic talent from around the world, and be a platform and champion for their success.

The COVID-19 pandemic has brought renewed attention to the importance of medical research. The community has looked to QIMR Berghofer as a trusted scientific research leader. In response, our scientists have broken new ground in the global effort to detect, prevent and treat the SARS-CoV-2 virus. The Institute has done this while sustaining focus on its other lifesaving work, deepening scientific understanding in areas like cellular immunology, cancer prevention and care and mental health, all the while crafting new partnerships with other research institutes and commercial partners in Australia and globally.

Our new strategy enables and advances our public health response for the next chapter. It is bold, ambitious and empowering, defining how we will be successful within a challenging and changing environment through innovative science. Created to support the experiences of staff, researchers and stakeholders to be the best we can be, it is geared toward delivering outcomes that are genuinely purposeful in our pursuit of saving lives.

Our past success provides a strong foundation for an exciting future — together, we proudly deliver Better health and wellbeing through impactful medical research.

Message from the Director and CEO
Better health and wellbeing through impactful medical research:
QIMR Berghofer’s 2022-2026 Strategic Plan

Professor Fabienne Mackay
Our objectives

**Discovery**
We support ground-breaking research discoveries.

**Sustainability**
We will promote a world-class, collaborative and sustainable research environment.

**Impact**
We will achieve impactful medical research.
Our vision

Lead the way to significant innovation in health – nationally and globally

Our mission

Better health through impactful medical research
QIMR Berghofer values

Excellence

We aspire to excellence with integrity.
Our rigorous governance, world-class scientific research, mentoring and training, and administration are responsive to the needs of our communities.

Integrity

We are reliable and trustworthy. We observe the highest standards of ethics and integrity.
Our research proposals, conduct and reporting are honest and accurate and open to the scrutiny of the scientific community.
We respect the wellbeing and dignity of those contributing to and associated with our research.

Respect

We are a diverse and welcoming community. We embrace difference. We respect the skill, opinion, culture and language, life experience and contribution of all our staff, stakeholders and health consumers.
We work together to foster the wellbeing of every member of our communities with kindness, compassion and mutual respect.

Collaboration

We reach out locally, nationally, globally and across our Institute to create and deliver effective, innovative research outcomes.
Our research excellence builds trusted strategic partnerships and our strong teamwork promotes transparency and accountability.

Accountability

We are open and transparent in our communication and inclusive in our decision making.
We individually and collectively take responsibility for our actions and for achieving our objectives.
We embrace learning for organisational and personal growth.
Support ground-breaking research discoveries

Our research

Our research is bold, innovative and impactful.

Our Programs are vibrant and outward looking, fostering collaboration internally and with external stakeholders.

We focus on health challenges that are important for Queensland:

- Cancer
- Infectious Diseases
- Inflammation
- Genetics of diseases
- Mental Health & Neuroscience
- Population Health
- Aboriginal & Torres Strait Islander Health

Our people

Our scientists are key opinion leaders – nationally and internationally acclaimed. Our gifted researchers are well supported and mentored.

Our people are highly skilled professionals in their key disciplines, enabling world-class research.

Our students from around the globe study alongside our outstanding researchers in a unique environment with state-of-the-art facilities and professional services, and have extended access to the Herston Health precinct.

We provide strong links with a valuable alumni network of successful researchers.
Research enablers

QIMR Berghofer enables ground-breaking research discoveries through:

• Aboriginal & Torres Strait Islander health research integrated into our Programs
• Rigorous governance and the highest standards of ethics and integrity
• World-class research training
• Exemplary operating, scientific and professional services and support
• Grants craftsmanship, supporting success in national and international research funding schemes
• Access to innovative technology and infrastructure

Success Factors

• Recognised as pioneers and discoverers of new research paradigms with international impact
• Transformative research in health areas of great need in Queensland
• Impactful research improving health outcomes and health equity for Aboriginal and Torres Strait Islander peoples
• Impactful publications in leading scientific journals
• Research innovation enabled by cutting-edge technology and infrastructure
Objective 2

Promote a world-class, collaborative and sustainable research environment

Sustainable operating model

Our *Working better together* operating structure promotes collaboration, inclusion, delegation and teamwork.

We take responsibility for our actions and for achieving our objectives. Our decision-making is transparent, and communication is clear.

Our best practice corporate governance and professional support services ensure an optimised and sustainable operating environment, while effectively managing risk and maximising opportunities.

Optimal workforce management

We are a workplace of choice, nurturing staff engagement and wellbeing through transparent and effective:

- recruitment and retention strategies, with a focus on equity and diversity
- career development, performance management and promotion frameworks
- reward, recognition and celebration of outstanding staff and achievements
Strategic engagement

We employ a collegial approach to partnerships, developing initiatives together for mutual benefit. We work productively with Queensland and Commonwealth Governments to advance the interests of medical research and support quality health outcomes.

We partner strategically with universities, hospitals and industry. Our partnerships promote success in national and international funding schemes.

We consult, engage and support Aboriginal and Torres Strait Islander communities and peoples to lead research of relevance and significance to their health.

We engage and inspire a diverse community of supporters of research impact, talent and capacity through our successful brand strategy and novel fund-raising opportunities. We cultivate a community and culture for effective philanthropic engagement.

Our agile commercial strategy and industry engagement promotes commercial revenue opportunities for our research discoveries, creating jobs for Queensland and securing reinvestment into our research programs.

Success Factors

- Agile, problem-solving, fiscally responsible Institute
- World-class, highly engaged workforce demonstrating diversity and gender equity
- Exemplary work culture and environment attracting and retaining talent
- Successful career development and increased success for researchers
- Effective communication and celebration of success
- Successful strategic partnerships and collaboration with key stakeholders
- Commercial income increased through industry partnerships and entrepreneurial endeavours
Objective 3

Achieve impactful medical research

Understand and tackle clinical challenges

Strong relationships with Queensland Health and engagement with the QIMR Berghofer Health Consumers Group ensure our research delivers improved health outcomes for Queensland.

Our Clinician Scientist strategy supports an integrated research model that encourages strong links with hospitals, clinics and clinicians.

Our international engagement enables us to impact medical research globally.

Develop strategic, collaborative research centres

We work collaboratively together and with key stakeholders to build strategic teams equipped to secure:

- Synergy and other collaborative Grants supporting multi-disciplinary research that addresses major problems in all areas of human health and medical research, from discovery to translation, with highly collaborative teams of diverse researchers including by gender, career stage and cultural background, working together to address major problems in human health.

- Centres of Research Excellence supporting innovative, collaborative research; promoting effective translation of research into health policy or practice; and building capacity in the medical research workforce.

- Medical Research Future Fund (MRFF) opportunities aligned with Australian Medical Research and Innovation Priorities.
**Grow as a key opinion leader**

Our scientists are active ambassadors for the Institute. They are key opinion leaders, called as experts and as trusted advisors to government.

Our researchers influence health policies and guidelines and our research is regularly showcased in the media.

Our researchers are recognised through membership and leadership in state, national and international strategic committees, societies, academies and boards. They receive recognition and awards for their scientific outcomes and success.

Our commercial success reflects the impact of research outcomes reaching patients through new treatments.

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**Success Factors**

- Significant national and international funding success
- Research that has led to measurable and significant patient outcomes, new health guidelines and innovation in research methods
- Competitive international ranking as a not-for-profit medical research institute
- Prestigious awards, memberships and representation
- Media presence
- Highly-cited publications published in world-leading scientific journals
- Successful commercialisation of novel therapies and major transformations in health care
Implementation and monitoring

QIMR Berghofer’s governance framework is underpinned by supportive leadership, teamwork, agility, effective communication and collaboration, informed and transparent decision making and mutual respect across the Institute.

Our Working better together operating model recognises that while the purpose of the Institute is medical research, and the contribution of researchers is key, it cannot be done without the work of our highly skilled professional staff. It emphasises that we are all here to facilitate the same mission – Better health through impactful medical research.

Our Strategic Plan identifies three key Objectives, each with detailed goals and corresponding Success Factors. Performance against the Success Factors will be reviewed throughout the year by the Director’s Executive Committee – the Institute’s principal management committee – tasked with monitoring the Institute’s performance against the Strategy, plans and budgets, capital expenditure and major projects. Progress will be reported to the QIMR Berghofer Council.

Relevant goals included within each of the Objectives will be identified and addressed in our Clinician Scientist Plan, Research Program Plans and Executive Plans, informed and supported by organisational groups and committees, and will include detailed key results for closer monitoring of our performance.

Underpinning these plans is Continuous Performance Management through the Conversations, Feedback and Recognition framework for individual staff to ensure alignment between the performance and development of individual staff, team and group plans and priorities, Executive Plans, Research Program Plans, and the QIMR Berghofer Strategic Plan.