



# Better health and wellbeing through impactful medical research

## QIMR Berghofer Medical Research Institute Strategic Plan 2022-2025

QIMR Berghofer Medical Research Institute proudly serves the people of Queensland with better health and wellbeing through impactful medical research.

The Institute has an enviable reputation developed over eight decades for ground-breaking and transformative health discoveries, including the global fight against COVID-19.

Our collaborative research programs span the foremost health challenges of our time including cancer, infectious diseases, inflammation, genetics of disease, mental health, and Aboriginal and Torres Strait Islander health.

Through our advancement of medical science, we are **leading the way to significant innovation in health – nationally and globally** – and in doing so, offering hope for a healthier, better tomorrow.

### Objectives 2022-2025

#### Discovery

##### Support ground-breaking research discoveries

Support bold, innovative, impactful research focused on health challenges important for Queensland

Attract, support and develop acclaimed researchers and skilled professionals for world-class research and research support with rigorous governance

Consult, engage and support Aboriginal and Torres Strait Islander communities and peoples to co-develop research partnerships of relevance and significance to their health

Provide world-class research training in state-of-the-art facilities

##### Success factors

- Quality and quantity of research publications
- Transformative research in health areas of great need in Queensland
- Discovery of new research paradigms with impact
- Impactful research improving health outcomes and health equity for First Nations people

#### Sustainability

##### Promote a world-class, collaborative and sustainable research environment

Implement our working better together operating model to promote collaboration, inclusion, delegation and teamwork

Enact our values for transparent decision making, accountability and optimal workforce management

Collaborate strategically to reduce duplication, diversify funding sources and leverage investment

##### Success factors

- Effective governance and management
- An engaged workforce demonstrating diversity, equity and inclusion
- Successful engagement with research collaborators, commercial partners and philanthropic supporters

#### Impact

##### Achieve impactful medical research

Understand and tackle clinical challenges and deliver improved health outcomes for Queensland through engagement with health consumers and providers

Develop a clinician scientist strategy for research that is integrated with hospitals, clinics and clinicians

Grow strategic partnerships for success as trusted advisors, collaborative research centre participants and commercial partners

##### Success factors

- Research funding success
- Improved patient outcomes
- Peer recognition, membership of academies, advisory and committee representation
- Highly cited publications in leading journals
- Commercialisation of novel therapies and health care innovations

# Purpose: Better health through impactful medical research

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

### Values

**Excellence** – we aspire to excellence with integrity; our rigorous governance, world-class scientific research, mentoring and training are responsive to the needs of our communities.

**Integrity** – we are reliable and trustworthy, with the highest standards of ethics and integrity; our research proposals, conduct and reporting are honest and open to scrutiny; we respect the wellbeing and dignity of our research participants.

**Respect** – we are a diverse and welcoming community respecting the skill, opinion, culture and language, life experience and contribution of staff, stakeholders and health consumers.

**Collaboration** – we engage internally, locally, nationally and globally to create and deliver effective, innovative research outcomes; our research excellence builds trusted strategic partnerships; our strong teamwork promotes 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 achieving our objectives.

Our focus on these values enables our commitment to respect, protect and promote **human rights** in our decision making and actions.



### Contribution to government objectives for the community

#### *Unite and Recover – Queensland's Economic Recovery Plan*

QIMR Berghofer contributes to **Safeguarding our health** through:

- Research into drugs and immunotherapies to prevent and treat severe SARS-CoV-2; to understand the impacts of the disease on mental health; and to develop Queensland-specific modelling of the pandemic and the effectiveness of various intervention strategies.
- Mobilisation of Institute resources and philanthropic support to repurpose the PC3 laboratory, Queensland's most bio-secure, to provide a safe facility to grow the SARS-CoV-2 virus for research.
- The Queensland Health commissioned report: "Modelling COVID-19 in Queensland: Preliminary modelling of reopening scenarios on meeting vaccination targets."
- Research in prevention, diagnosis and treatment of diseases and conditions particularly relevant to Queensland and our near neighbours, with translation into clinical practice and public policy to provide better health for Queenslanders.
- Work in infectious diseases, especially tropical diseases, vital in the context of climate change.
- Research into mental health, such as dementia, Alzheimer's and depression, addressing rising incidence of these diseases.
- Work in chronic disorders addressing many health impacts associated with changes in our demographics and lifestyles.

QIMR Berghofer contributes to:

- **Supporting jobs** by leveraging our operating grant five-fold to support high-skill jobs in Queensland.
- **Supporting jobs** and **Making it for Queensland** through our Q-Gen Cell Therapeutics facility and through translation of fundamental research in our accredited laboratory.
- **Investing in skills** through higher degree research training and high school and regional outreach programs.
- **Backing our frontline services** by providing access to state-of-the-art infrastructure for improved treatments and screening programs.

### Strategic opportunities

- Increasing collaboration across Queensland to maximise the impact of our research
- Attracting key talent to Queensland and the Institute
- Diversifying our funding streams
- Building on our expertise in developing innovative immunotherapies and manufacturing cell therapies, to increase research translation and commercialisation opportunities

### Strategic risks

- Changes in national and state research funding leading to reduced support for key research programs, and loss of quality researchers from Queensland or Australia
- Increased complexity in legal and regulatory requirements, and associated compliance risks resulting in potential reputational impacts or loss of public trust
- Inability to attract talented researchers, staff and students, nationally or internationally, resulting in an inability to support ground-breaking research discoveries, or achieve impactful research
- Funding and supply of research, scientific and digital infrastructure and technology