QIMR Berghofer Medical Research Institute Strategic Plan
2020 – 2024

QIMR Berghofer Medical Research Institute aims to improve health by developing prevention strategies, new diagnostics and better health treatments.

Our mission
Better health through medical research

Our vision
To be a world-renowned medical research institution that translates discoveries into clinical practice

Our objectives

1. Foster scientific excellence
   
   Key strategies
   - Recognise and reward scientific excellence.
   - Continue to prioritise employment security for Faculty.
   - Fund early-stage research to leverage external grants.
   - Continue to ensure research authenticity.

   Performance measures
   - Increase invitations to speak at international conferences to 100 in five years (measured using data gathered in the Institute’s annual census).
   - Increase international lectures to 200 in five years.
   - Increase invitations to speak at national conferences to 150 in five years.

2. Build scientific, institutional and international connectivity
   
   Key strategies
   - Maintain strong relationships with the Herston campus and the universities and take an active involvement in the redevelopment of the Herston campus.
   - Actively participate in the Brisbane Diamantina Health Partners Advanced Health Research and Translation Centre.
   - Maintain and strengthen the Institute's Asia Strategy, which seeks to identify opportunities for collaboration, partnerships and fundraising in Asia.
   - Develop greater links with European and US laboratories, building on ongoing collaborations.
   - Continue to identify opportunities to support the delivery of international research conferences in Brisbane.

   Performance measures
   - Increase invitations to speak at international conferences to 100 in five years (measured using data gathered in the Institute’s annual census).
   - Increase international lectures to 200 in five years.
   - Increase invitations to speak at national conferences to 150 in five years.

3. Undertake research with economic, clinical and community consequences
   
   Key strategies
   - Consolidate ‘bench to business to bedside’ into the philosophy and functioning of the Institute.
   - Maintain the focus on translational research.
   - Strengthen collaborations with clinical partners, especially those on the Herston campus.
   - Undertake research of relevance to Aboriginal and Torres Strait Islander health.
   - Engage with our community of supporters.

   Performance measures
   - Maintain the percentage of QIMR Berghofer researchers engaged in collaborations with clinicians at 60% or greater (measured using data gathered in the Institute’s annual census).

4. Strengthen enabling mechanisms
   
   Key strategies
   - Diversify and expand income sources.
   - Expand external stakeholder and consumer reference groups.
   - Continue to plan and roll out a major philanthropy campaign.
   - Maintain expenditure on required cutting-edge, large-scale equipment.
   - Ensure efficiency across all operations.

   Performance measures
   - Achieve an increase in philanthropic income.
   - Achieve an increase in commercial income.
   - Achieve an increase in NHMRC and MRFF grant funding.
Contribution to government objectives

QIMR Berghofer contributes to the Queensland Government’s objectives for the community, Our Future State: Advancing Queensland’s Priorities, to Create jobs in a strong economy, to Keep Queenslanders healthy and to Give all our children a great start.

The Institute helps to Create jobs in a strong economy by leveraging government support five-fold. Our work is helping to broaden and deepen Queensland’s economic base, especially in the high-value, high-growth health and medical sector.

QIMR Berghofer is actively recruiting researchers in areas of high importance to Queensland — including cellular immunotherapies, tropical diseases, cancer and genetics — and has expanded to approximately 1000 scientists, visiting scientists, students and support staff.

QIMR Berghofer also directly contributes to the Queensland Government’s objective to Keep Queenslanders healthy and to Give all our children a great start by translating the knowledge we produce and discoveries we make into improved clinical practice, thereby strengthening our public health system.

QIMR Berghofer’s research focusses on improving the prevention, diagnosis and treatment of a range of diseases and conditions relevant to Queenslanders, which will help address pressures facing the public health care sector by lessening rates of disease and improving quality of life and health care practices.

QIMR Berghofer’s research program responds to changes in demographics, lifestyles and the environment. Each of the four programs — Cancer, Infectious Diseases, Mental Health and Chronic Disorders — has been selected to align with the needs of Queensland. Our research in cancer and neurodegeneration addresses rises in the incidence of these diseases due to the ageing population. Our expanding Chronic Disorders program will address many of the health impacts associated with changes in our demographics and lifestyles. The Institute is conducting several programs of research relevant to the health impacts of climate change. For example, research into infectious diseases, especially tropical diseases, is vital given the increasing numbers of people living in the tropics and the migration of species due to climate change bringing tropical diseases closer to major population centres. A number of key research groups at the Institute are also heavily focused on infant and child health.

Strategic risks

A scan of the environment in which QIMR Berghofer is operating highlights the following major strategic risks:

- Loss of funding, through constriction or re-focusing of national research funding, State Government funding, donor support or a drop in competitive grant funding success, resulting in a reduction in the Institute’s research program.
- Problems experienced in a clinical trial or experimental research, or a fall in research or ethical standards, resulting in reputational damage.
- Over-burdening compliance/governance, stretching limited Institute human resources and resulting in reduction of service and standards.
- An inability to recruit and retain the highest-quality researchers in a competitive market, resulting in a reduction in QIMR Berghofer’s reputation for scientific excellence.
- A decline in standard of research infrastructure, resulting in lower research output.

Key opportunities

- Continue to partner with key collaborating Institutions — including the Brisbane Diamantina Health Partners, the Herston Precinct and the Queensland Genomics Health Alliance — to maximise the impact of the Institute’s research.
- Continue to progress the translation of research to the clinic through industry partnerships.