



Mater Research

Strategy 2020-23

Introduction

Mater Research is committed to improving the lives of others through discovering, refining and translating medical research to achieve better health outcomes. We have a proud history in achieving just that. Our research institute was formed approximately 20 years ago. The first decade saw breakthroughs in cancer immunotherapy and bench-top science. The next 10 years, brought the strategic decision to broaden our scope to new research themes and engage with external partners.

Now, as Mater Research enters its 3rd decade, we are on the cusp of a new and exciting era in its development. We have so many strengths to build on, including forging closer links with the Mater clinical campus, enhancing the relationship with the University of Queensland and with the Translational Research Institute, and for the Queensland-wide integration of our sector via the Brisbane Diamantina Health Partners.

This will help us achieve our goal to be recognised as one of the premier integrated health and medical research institutes within Australia, regionally (South East Asia) and beyond.

In partnership with our stakeholders, the strategic goals outlined will enable us to tailor our research to build capacity in areas of greatest importance to the health and wellbeing of our community. This will be achieved by reinforcing and restructuring our existing programs to better foster integration and collaboration between clinical and biomedical researchers, in alignment with Mater's key clinical focus areas.

Alignment with Mater Strategy

Growth Plans

To deliver on our strategic goal to broadly improve the health of the community, Mater Group must grow. We must be of a size and scale to effectively influence a significant proportion of the population in order to change health behaviours and improve outcomes. We will do this through research, education, technology and partnership, in line with our Mission and the responsible stewardship of our resources.

Mater's growth will not be defined by physical or geographic constraints but rather our capacity to provide valuable and relevant information, products and services to a broad network of people. Where it is sensible and beneficial to do so, Mater will partner with other providers to ensure our consumers always have access to the most relevant, highest quality expertise. Typically, it will achieve this through greater access to services and support through other means.

A Bi-Modal Approach

Our strategy requires that we improve our core whilst also leveraging our core. Our core is our healthcare product – we will continue to improve the way we provide safe, high-quality, low-variability, evidence-based clinical excellence, and all of our Ministries contribute to that focus. The credibility we gain from a reputable core enables Mater to move into new spaces and leverage our core – providing relevant, consumer-valued services and products beyond geography. We do this by empowering people with tools, skills and ongoing support to proactively engage and partner with Mater to create innovative solutions beyond traditional healthcare. The following model provides an overview of how we bring all these pieces together.

Mater Research's contribution to improving the core

Our intention is to thrive as an internationally recognised centre of excellence with strong links to community expectations. Our researchers will achieve this by making transformative scientific advances and integrating these with the other ministries to reduce the burden that illness has on our community. By performing clinically relevant research, we will be pioneers that make new discoveries across a balanced portfolio of high-quality research programs that are integrated to make meaningful health impacts.

We will build the quality of our clinical and biomedical research activities and translational impacts by fostering the critically important links between laboratory and clinically based research to underpin our focus on translation and discovery. These linkages will span from conception of ideas through to implementation of research findings.

Our key contributions to improving Mater's core will include:

- Recognition as a leader in medical research that connects research with high quality clinical care.
- Working with Mater ministries and partners to advance knowledge, discover diagnostics and therapies, and advance evidence-based healthcare policy and practice.
- Responsibility for robust management of all research and clinical trials across Mater.

Mater Research's contribution to leveraging the core

Mater Research aims to lead the way in the new era of health and medical research. We will adopt new approaches, to refine and sharpen our focus. This will include forging multi-disciplinary teams to drive strategic research projects and partnering with academics and professionals from diverse disciplines. We will embrace a range of approaches to translation, built around active partnerships with clinicians, policy makers, community groups, industry and researchers at all stages of the research cycle.

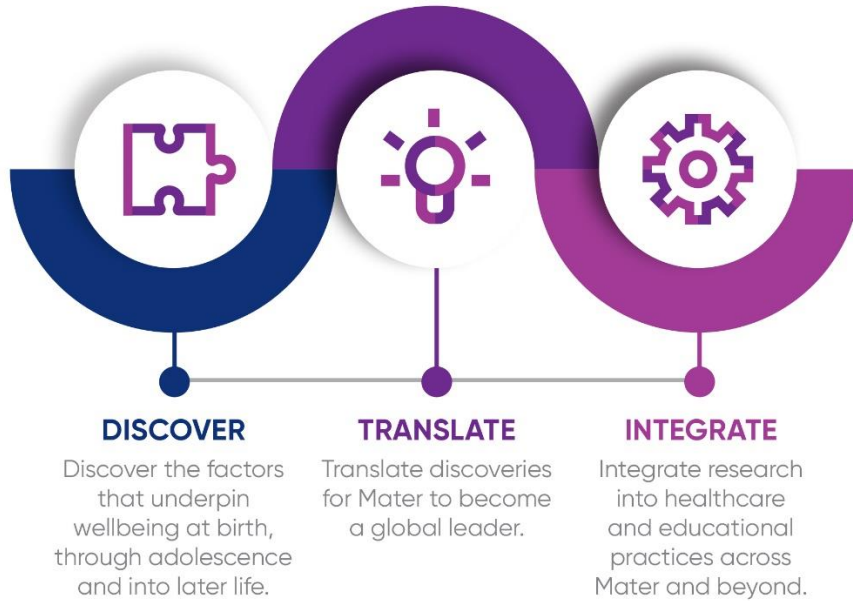
Our key contributions to leveraging Mater's core include:

- Use research and data to drive new, evidence-based services in the community.
- Incorporate consumers into research decision-making.
- New research opportunities in 'big data' analysis and commercialisation.
- Indigenous community research.

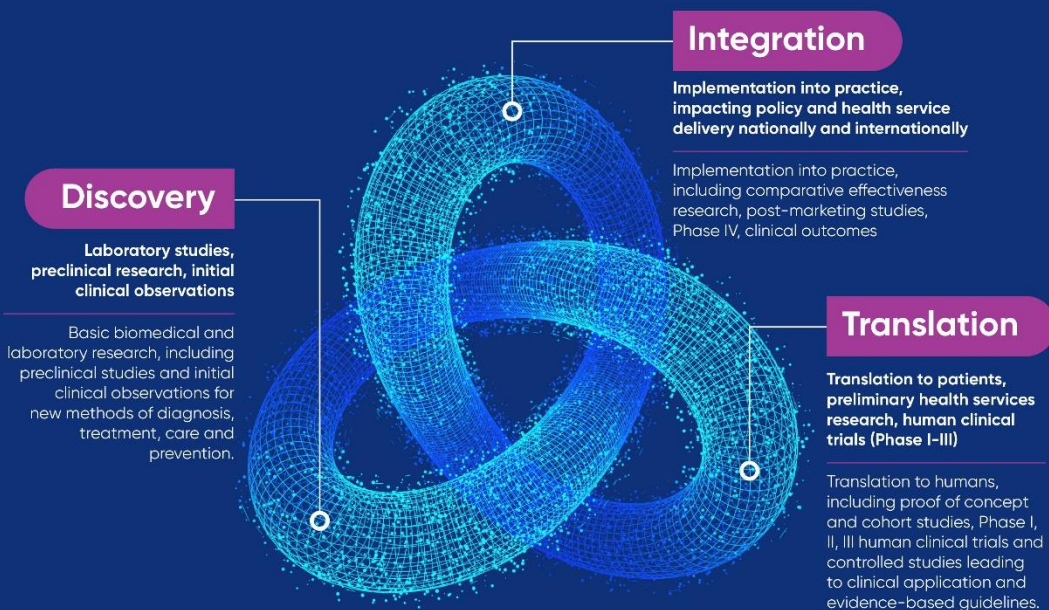
Strategic objectives

Our strategic objectives align with our purpose to **discover** new knowledge central to the Mater Mission, **translate** this knowledge into practice and **integrate** these research outcomes into improved health care and educational practices across Mater.

Research strategy



Translational Research Continuum



Mater Research's strategic objectives are:

To achieve health impact through integrated research excellence

- Develop the quality and output of researchers in Mater-relevant areas of focus.
- Enhance Mater's expertise in areas of excellence through high-quality research.
- Ensure the balance of research across discovery, translation and integration is aligned with Mater's strategy.

To diversify revenue sources to deliver sustainable research income

- Reduce reliance on philanthropic funding.
- Identify opportunities for commercialisation of research to facilitate reinvestment.
- To enhance internal and external partnerships to maximise impact.

Establish and maintain a strong culture of collaboration to deliver greater outcomes in line with Mater's strategy

- Drive research programs that reflect integration, prioritise preventative health, and enhance community wellbeing.
- Develop links with academic institutions and commercial agencies to support deeper engagement in areas of strategic focus.
- Prioritise internal and external partnerships in areas of strategic focus.

Key challenges

- Improve the integration between clinical and bio-medical research in a way that produces tangible, timely outcomes to our internal and external stakeholders.
- Overcome the short-term nature of philanthropic investment provide by Mater Foundation.
- Develop a multi-disciplinary approach, drawing on expertise and connections across Mater to attract new funding sources.
- Attract & nurture the best clinical and translational researchers through demonstrable benefits of working at Mater.
- Increase joint clinical-research appointments through collaborative recruitment processes with Mater Health.
- Improve Mater Research's clarity of purpose and identity in the context of a newly created, state-wide organisation that intends to introduce new products and services outside of the hospital environment.

Key opportunities

- Build international reputation as leader in health services research.
- Improve and enhance strategic partnerships with academic and commercial agencies.
- Increased internal linkages between research and other Mater ministries.

- Extend research programs support across Mater QLD.
- Enhance the Clinical Trials Unit.
- Secure new funds through emerging opportunities in the NHMRC and MRFF.

Contributing to our Mater Strategy

Mater Research's contribution to the Mater Strategy are aligned with the five strategic themes.

- **Internal Alignment** – Achieve greater alignment across our ministries to make the most of our combined talents and resources.
 - **External Partnerships** – Partner with others for the mutual benefit of improving health for the community.
 - **Consumer Experience** – Organise our services and people to ensure our Mater Moments are compelling and positive for our consumers, across all of our services.
 - **Growth and Scale** – Increase our positive influence on health outcomes by growing our social and geographical reach to consumers.
 - **Sustainability** – Exercise wise stewardship of resources with a focus on emerging community needs, to ensure the long-term relevance and sustainability of Mater's Mission.
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- collaboration and shared purpose
 - partnerships for greater impact
 - outstanding, relevant service
 - influence through scale
 - investing in our future