



Doherty
Institute

Strategic Plan

2016 – 2021



THE UNIVERSITY OF
MELBOURNE



The Royal
Melbourne
Hospital

A joint venture between The University of Melbourne and The Royal Melbourne Hospital



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1. Overview and Project Aims

In April 2015, the Peter Doherty Institute for Infection and Immunity (Doherty Institute) launched a process to create a Strategic Plan that would establish the vision and direction for its collaborative activities in research and public health.

Project Aims

The aims of this project were to:

- Develop a clear, bold and inspiring scientific vision and priorities for the Institute
- Develop a mission that is clear and engages stakeholders, potential philanthropists and funders
- Articulate the roles within the Institute in delivering the vision and mission, including clarity of the contributory roles of each of the key stakeholders and organisational culture required for integration and effective collaboration
- Optimise the Institute's organisational governance structure and accountability of staff



2. Rationale for the Strategic Plan

The Doherty Institute aspires to be a world-leading institute in the field of infection and immunity. To achieve this aim it will undertake high quality research, clinical and public health activities in key areas, which are recognised internationally as being innovative, competitive and having an impact on disease, clinical care and public health outcomes. The clear focus on established, emerging, or potential strengths will be accompanied by strategies which enable recruitment, development and retention of top scientists, public health experts, and clinicians of the future supported by outstanding technical and administrative staff.

The Doherty Institute's structure will catalyse more than the sum of its parts in creating integrative, collaborative, and transformational research, clinical and public health practice amongst its staff, as well as providing the necessary scale and scope for collective investment in expensive and larger scale technology platforms, capabilities and other shared resources.

This Strategic Plan is intended to provide a roadmap for the development of the Doherty Institute over the next five years.

The plan sets out the ambition and vision for the Institute supported by a series of strategies and associated tactics which, when pursued to completion, will be expected to deliver the desired institutional culture and outcomes over time.



3. Vision, Mission and Goals

Vision

To improve health globally through discovery research and the prevention, treatment and cure of infectious diseases.

Mission

The Doherty Institute will be an inspiring, innovative, and enabling environment.

We are dedicated to identifying and addressing fundamental challenges in all aspects of infection and immunity.

Through our leadership, advocacy and education we will shape policy, practice and research both nationally and internationally.

We will achieve this through:

- Demonstrating ambitious leadership in all aspects of infection and immunity
- Discovering new mechanisms underlying infection and immunity
- Providing research, clinical and public health services that prevent and respond to infectious disease threats to human health
- Translating knowledge in infection and immunity from its research into policy and practice
- Educating and developing the infection and immunity leaders of the future



4. Values

Discover:

we break new ground and innovate

Deliver:

we work to improve health practice and outcomes

Inspire:

we develop the highest calibre people to achieve excellence

Connect:

we engage locally and globally with our partners, stakeholders, colleagues and community



5. Vision in 2025

- A nationally and internationally recognised centre of excellence, providing research services and leadership in infection and immunity building upon existing excellence in discovery research and other activities
- Recognised as the go-to place for any issue related to infectious diseases
- An internationally focused education and training centre collaborating with the World Health Organization and other partners in the Asia-Pacific region
- An Institute globally renowned for excellence, which attracts the highest quality Australian and international students, trainees, post-doctoral fellows and senior staff
- A key opinion leader in infection and immunity – advice and services sought by state, national and regional governments and organisations
- High brand awareness, media presence, and strong reputation through successful communication strategies and strong internal and external partnerships and networks
- Demonstration of high impact through translation of research activities
- Increased recognition and leading role as a Public Health Reference Laboratory (or Centre for Disease Control) in the Asia-Pacific region
- Financially sustainable through multiple and diverse funding sources including philanthropy and commercialisation
- Fully integrated internally interdisciplinary and collegial
- Making a difference through a multidisciplinary approach

These aspirations were used as input for the Strategic Plan and associated tactics.



6. Interviews and Staff Input – Top Strategic Priorities

In summary, strategic priorities to be addressed in the Strategic Plan were identified by those interviewed and by the Staff Retreat discussions. These priorities are listed below with associated themes.

1. Ensure excellence in all activities

2. Create interdisciplinary and interorganisational collaboration

- Build an integrated multidisciplinary Institute
- Design new approaches to foster meaningful interactions and collaborations across departments and partner organisations
- Build a culture of collaboration for grant funding, publications and the delivery of public health and clinical services
- Invest in necessary infrastructure to operate an efficient and integrated Institute

3. Create a governance structure that supports integration and fosters collaboration

4. Develop strategic themes building on excellence in discovery research, clinical and translational research, public health reference laboratory capacity, clinical care and education

5. Expand opportunities to provide financial sustainability

6. Focus on recruitment and retention of high-quality students, post-doctoral fellows, researchers, and professional and technical staff and enhance support for early career researchers, clinician researchers and public health experts

7. Disseminate the findings of research and activities of the Institute and influence government and clinical policy and practice

These key areas have been translated into the goals of the Doherty Institute Strategic Plan.



7. Summary of Goals

GOAL A	Support, promote and value excellence in all our activities
GOAL B	Create an integrated Institute culture with a governance structure and infrastructure that fosters collaboration
GOAL C	Develop strategic research priorities that build upon current strengths and strategic opportunities
GOAL D	Generate robust funding and new revenue streams
GOAL E	Recruit, retain, nurture and develop high quality people and build capability in all areas of infection and immunity
GOAL F	Engage and influence government and clinical policy and practice domestically and regionally



8. Strategies and Tactics

GOAL A: Support, promote and value excellence in all our activities

Strategy 1: Build and sustain excellence in research

- A1 a) Retain, promote and reward excellence in all of our existing and future activities in discovery, basic, clinical and public health research through creating an enabling, supportive and responsive environment
- A1 b) Promote collaboration to build novel combinations of skills and critical mass with a strong focus on supporting existing capabilities and further strengthening discovery research in infection and immunity
- A1 c) Increase critical mass through a strategic recruitment initiative focused on world leaders in infection and immunity, with an emphasis on those who map to the strategic priorities

Strategy 2: Build capacity and an enabling environment to support excellence in clinical and public health activities

- A2 a) Develop enhanced diagnostic laboratory capacity through increased collaboration with expert researchers, leveraging technology and establishing a Doherty Institute-led Centre for Disease Control
- A2 b) Deliver outstanding clinical care in infectious diseases, including current and future statewide and national activities, that is benchmarked to the world's best and drives world-leading changes in policy and practice
- A2 c) Develop a clinical research program and support clinician scientists to enhance collaborative translational, public health and clinical research across the Institute that has a significant impact globally
- A2 d) Encourage the development of multidisciplinary activities targeting current issues of public health or clinical importance

Strategy 3: Develop strategies to translate research findings into improved health outcomes

- A3 a) Ensure that research findings are translated into improved patient care and public health outcomes
- A3 b) Develop strategic partnerships with external partners in industry, non-government organisations and governments nationally and regionally
- A3 c) Leverage the Institute’s position in the Melbourne Biomedical Precinct to enhance our research and public health activities, with a specific emphasis on the relationship with the Victorian Comprehensive Cancer Centre

GOAL B: Create an integrated Institute culture with a governance structure and infrastructure that fosters collaboration

Strategy 1: Foster strong leadership, management and create a unified Institute

- B1 a) Appoint and support theme leaders who have clearly defined Institute focused responsibilities and accountability
- B1 b) Create enabling cross-cutting disciplines to facilitate inter-thematic programs and appoint leaders for these disciplines who have clearly defined Institute-focused accountability
- B1 c) Support Department and Unit Heads to develop and report annually on all activities, including interdisciplinary activities
- B1 d) Institute Leadership Group to establish a dashboard of selected KPIs and to monitor success of integrated programs
- B1 e) Establish an agreed policy for allocation of space guided by the joint venture agreement and acknowledging productivity, programmatic needs, strategic priorities, and to allow co-location of similar interest groups

Strategy 2: Integrate all members of the Institute

- B2 a) Make seed grants available as incentives for collaborations that involve two or more departments or disciplines
- B2 b) Provide opportunities for cross-department and Institute-wide appointments, secondments, rotations, and career development
- B2 c) Appoint a social committee to foster greater integration and delivery of a suite of social activities

- B2 d) Develop internal communication strategies including town hall talks, newsletters, annual retreats, flat screen monitors providing topical news and information throughout the building and tearoom enhancements
- B2 e) Improve access and mobility between floors

Strategy 3: Develop an Institute research management system that facilitates research performance and allows ready interrogation of research outputs

- B3 a) Develop a suitable data management system that provides visibility of research activity and information across the Institute
- B3 b) Develop a system which captures web profiles/CVs of researchers and research publications and allows identification of research interests, capabilities and output

Strategy 4: Determine core capacities, and additional platforms, services or activities

- B4 a) Develop public health, epidemiology, translational and clinical research, international health, education and professional development, Indigenous health, genomics and discovery research cross-cutting disciplines
- B4 b) Establish an Institute Equipment Committee to oversee priorities, needs and investment in new and emerging technology
- B4 c) Develop partnerships to support access to new or emerging technologies

Strategy 5: Build an integrated Institute brand which creates high community awareness

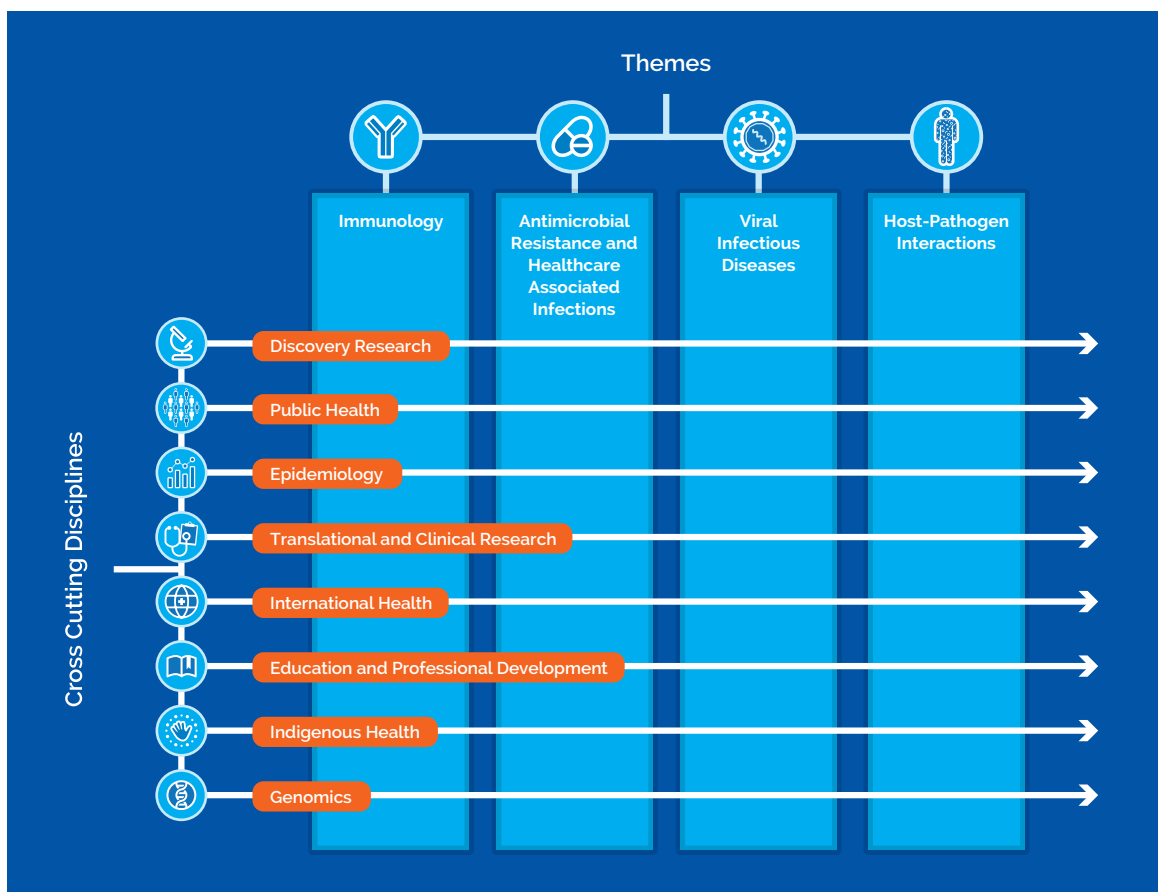
- B5 a) Establish clear protocols for internal and external communication that works closely with our major partners, The University of Melbourne and The Royal Melbourne Hospital
- B5 b) Develop an external communication strategy and supporting marketing publication for the Institute
- B5 c) Create a strong and visible online presence for the Institute through a website and the use of social media
- B5 d) Establish a strong and creative entrance and foyer design that reflects the distinctive Doherty Institute research and culture

GOAL C: Develop strategic research priorities that build upon current strengths and strategic opportunities

The Institute currently has significant critical mass and a clear international profile and competitiveness in several areas including fundamental immunology, microbial pathogenesis, influenza, HIV, hepatitis, dengue and antimicrobial resistance. These areas need to be further supported and strengthened. There are other areas where we provide state, national or international clinical or public health services including emerging infectious diseases, tuberculosis services and prevention of hospital acquired infections, each of which provide significant opportunities to expand and strengthen national and regional visibility and related research programs.

To enhance interdisciplinary collaborations, four Institute themes have been identified. These themes organise the Institute's current activities to create opportunities for multidisciplinary collaboration and the development of strategic priorities.

Model of the Doherty Institute



Strategy 1: Develop strategic research priorities

- C1 a) Appoint a leader in each theme and discipline through a transparent process
- C1 b) Expand the list of sub-themes and appoint sub-theme leaders
- C1 c) Communicate selection and implications for this classification to Institute staff
- C1 d) Develop strategic priorities within and across each of the themes and disciplines

Strategy 2: Strengthen strategic research priorities

- C2 a) Allocate Institute resource funding to further develop these strategic priorities
- C2 b) Recruit key positions based on strategic priorities
- C2 c) Define the focus of effort and activity within each of the themes and disciplines to ensure world-leading research and best practice
- C2 d) Agree on priorities, targets and objectives for each theme and discipline

Strategy 3: Increase Indigenous health activities across all themes

- C3 a) Create opportunities for and support the careers of Indigenous people
- C3 b) Identify key areas in infection and immunity of influence or impact for Indigenous health
- C3 c) Allocate resources to strengthen our relationships, research and impact within this area

Strategy 4: Strengthen visibility and funding of public health activities, leadership and related research through development of a Doherty Institute-led Centre for Disease Control (CDC)

- C4 a) In partnership with The University of Melbourne and The Royal Melbourne Hospital, develop a strategy for funding a Doherty Institute-led CDC
- C4 b) Engage key Victorian stakeholders and partners in a strategy for a Doherty Institute-led CDC
- C4 c) Engage Victorian and Commonwealth governments in funding a Doherty Institute-led CDC with a regional focus

GOAL D: Generate robust funding and new revenue streams

Strategy 1: Expand and grow competitive grant funding in all departments

- D1 a) Enhance skills for competitive domestic and international grants
- D1 b) Foster collaborative grant funding applications and joint publications
- D1 c) Encourage and support more ambitious international grant applications e.g. NIH etc.

Strategy 2: Diversify the funding portfolio

- D2 a) Build the philanthropy base through initiatives that target potential donors
- D2 b) Grow revenue from laboratory service contracts
- D2 c) Create international education and professional development programs

- D2 d) Develop commercialisation capacity by creation of a Business Development role
- D2 e) Develop innovative sources of revenue e.g. government contracts, industry engagement, spin-outs etc.

Strategy 3: Build local, national and regional partnerships

- D3 a) Identify and develop stakeholder and partner engagement and alliances to increase funding opportunities

GOAL E: Recruit, retain, nurture and develop high quality people and build capability in all areas of infection and immunity

Strategy 1: Increase the number of world-class staff

- E1 a) Retain, support and recruit world-class staff in infection and immunity with a strong focus on discovery science, translational research and strategic priorities
- E1 b) Actively recruit and support scientists, clinicians and public health physicians with a track record of excellence - research excellence should be a highly desirable quality in any new appointments and promotion of staff
- E1 c) Identify additional job roles and capabilities through workforce planning and recruitment

Strategy 2: Strengthen or develop research skills in existing staff

- E2 a) Establish policies across the Institute that ensure equity and diversity, with a particular emphasis on supporting women in science
- E2 b) Establish an Education Committee to create a unified Institute learning and development culture, and identify possible centralised training programs
- E2 c) Establish awards and prizes as incentives and acknowledgement of success e.g. travel prizes/student awards
- E2 d) Have an annual Doherty Institute research day and/or oration
- E2 e) Create cross training and other opportunities to expose basic scientists to clinical/public health thinking and vice versa
- E2 f) Buddy basic researchers with clinicians/public health physicians and create multidisciplinary interest groups around strategic priorities

Strategy 3: Create innovative training programs

- E3 a) Raise the level of support in computational thinking and biostatistics for all researchers
- E3 b) Share expertise with new technologies, methods and tools through training and demonstration, and encourage new uses for core facilities

Strategy 4: Ensure strong institutional support of seminar and education programs

- E4 a) Ensure a wide range of seminar programs that meet the needs of a diverse health and biomedical research audience and monitor attendance to ensure relevance
- E4 b) Establish a visiting researcher program e.g. sabbaticals, short stay visits from key partners or countries of strategic interest
- E4 c) Develop a system of awards, which recognise outstanding teaching achievements and a series of workshops to improve the skills of educators

Strategy 5: Recruit and train top quality graduate students and post-doctoral fellows and develop them as future leaders

- E5 a) Aggressively recruit the best students and post-doctoral fellows
- E5 b) Provide mentoring both formally and by provision of role models and a community of successful peers to junior staff members
- E5 c) Provide early career researcher and research leader training at appropriate career stages
- E5 d) Develop an integrated infrastructure to support students across the Institute with transparent funding arrangements and expand current activities such as SPASIM, to cover all students based at the Institute

Strategy 6: Create a program for recruitment and professional development for clinician researchers

- E6 a) Develop strategies to support, encourage and mentor clinician researchers
- E6 b) Provide seed funding grants for promising research ideas, prioritising strategic areas and interdepartmental collaboration

Strategy 7: Shape University undergraduate and postgraduate curricula and training

- E7 a) Develop a Doherty Institute PhD Program in Infection and Immunity that will include PhD students training in discovery research, clinical and translational research, and public health research
- E7 b) Explore other options, such as Masters and short or online courses, to expand the role of the Institute in developing the future infection and immunity workforce

GOAL F: Engage and influence government and clinical policy and practice domestically and regionally

Strategy 1: Influence public health policy and clinical policy and practice through research

- F1 a) Be a key opinion leader locally, nationally and regionally in infectious diseases related clinical management and public health policy
- F1 b) Establish strategic partnerships regionally e.g. in a specific country or network in South East Asia to strengthen regional collaborations and influence
- F1 c) Link research studies and other interventions to information systems to evaluate long term impact of discovery, translational, clinical and public health research as well as policy change

Strategy 2: Build capacity to disseminate research findings and best practice

- F2 a) Promote and support effective dissemination of our research findings and work through media, guidelines panels, and government advisory groups
- F2 b) Develop and implement guidelines and tools for end-of-grant and other knowledge transfer
- F2 c) Establish an orientation program for internal tours for visitors, including high quality audiovisual and live presentations

Strategy 3: Increase patient/stakeholder engagement and public outreach initiatives

- F3 a) Increase participant involvement in clinical trials (community engagement/research networks/ clinical trial dissemination)
- F3 b) Increase community engagement, public awareness and understanding of our activities
- F3 c) Develop and implement science communication programs targeting the general community and special interest groups e.g. GTAC, science schools, etc.

Strategy 4: Develop a strategy for regional/international engagement that strengthens and complements all our activities

- F4 a) Target key regional countries for collaboration
- F4 b) Establish a model of regional engagement that will enhance research collaborations and opportunities for training and capacity building
- F4 c) Allocate resources to strengthen our relationships, research, and impact within the region
- F4 d) Strengthen engagement with world-leading peer institutions in the areas of infection and immunity