

## What is our point of difference?

The Institute for Health Transformation:

- tackles complex health challenges by converging diverse perspectives and disciplines
- delivers impact for our local partners and the global context
- focuses on reducing inequality in health outcomes, including recognition of the importance of intersectionality
- nurtures deep and long-standing partnerships with multiple health and community services organisations
- embeds the principles of participatory design and co-creation to ensure our research aligns with the needs of our partners and consumers.

## Our values

Our values reflect what we believe and guide our actions.

### Collaborative

We believe relationships are foundational to our success and key to maximising the impact of our research.

### Integrity

We are honest and open in our work and how we deal with others (aligned to the Deakin value of Ethical).

### Equity

We recognise disparities exist and actively seek to improve health and wellbeing in those with greatest need.

### Excellent (also Deakin value)

We strive for excellence in all aspects of our work.

### Inclusive (also Deakin value)

We value diversity, embrace difference and seek to engage and welcome all.

### Dynamic (also Deakin value)

We are innovative and entrepreneurial, solving problems with creativity and flexibility.

## Contact us

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## Strategic Refresh 2025

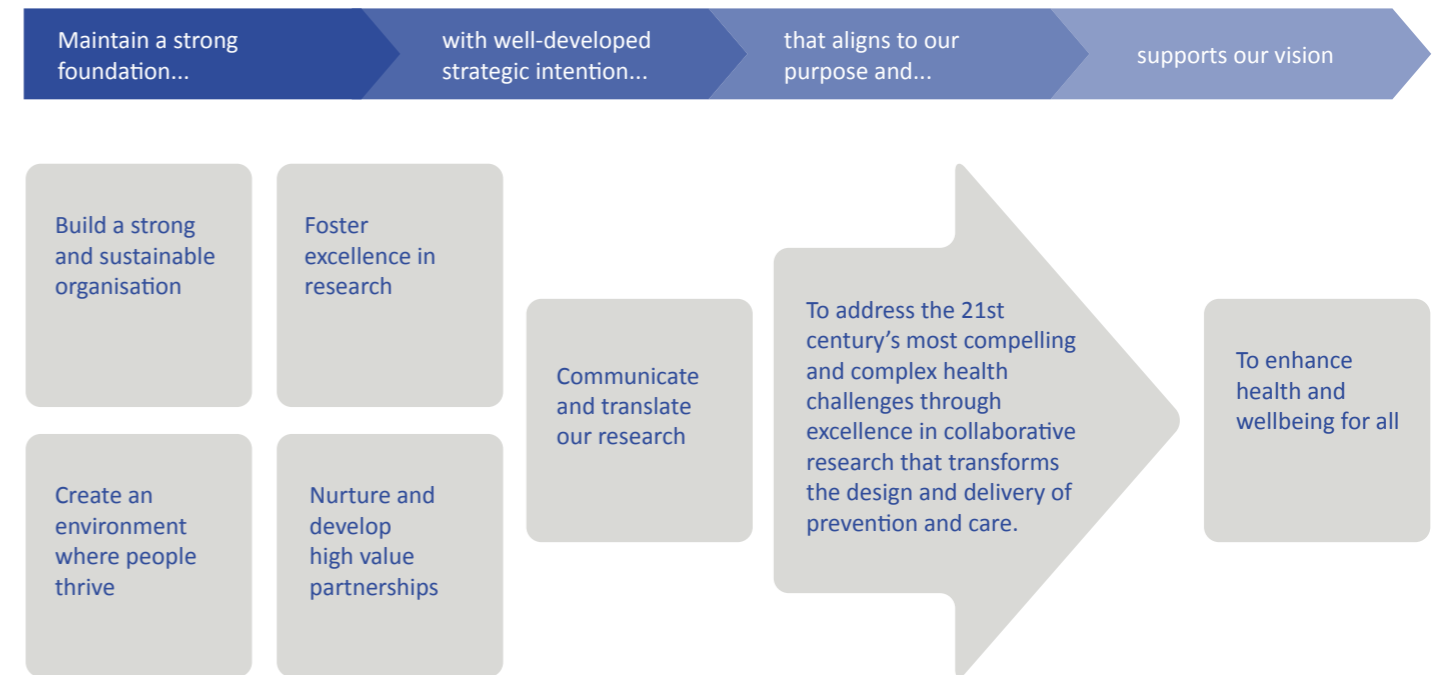


## About our strategy update

The Institute for Health Transformation was established in 2018 to drive translational research in health systems that supports evidence-informed policy and practice change leading to improved patient experience, population health and health system sustainability.

This strategy update builds on our achievements since 2018, reflects consultation feedback and outlines the objectives we will strive for in pursuing our vision to enhance health and wellbeing for all.

## Conceptual overview of our strategy



## Our 2025 Strategic Plan on a page

Pillar	Cultivate excellence in collaborative, multidisciplinary research	Deliver impact that has a direct effect on the communities we serve	Nurture and develop high value partnerships	Build a strong and sustainable organisation	Create an environment where people thrive, and our workforce is resilient and adaptable
Strategic objectives	<ul style="list-style-type: none"> <li>The Institute leads bold, high impact initiatives that seek solutions beyond traditional research and organisational boundaries.</li> <li>Participatory design and co-creation are embedded in our way of working.</li> <li>Our research impacts are aligned to the major health challenges.</li> <li>Build on our strengths and broad expertise in multidisciplinary research.</li> </ul>	<ul style="list-style-type: none"> <li>The Institute is a leader in research translation and implementation science.</li> <li>The impact of our research is communicated in accessible and innovative ways.</li> <li>Our research informs policy and practice nationally and internationally.</li> <li>The integration of research and teaching leads to evidence informed workforce skills development.</li> <li>The Institute is an authoritative voice and trusted source of knowledge on key issues affecting health outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>The Institute creates high value research programs and projects by listening and responding to the needs of our partners.</li> <li>The Institute creates a strategic environment that supports and advances strategic partnerships.</li> <li>Our international networks increase the reach of our research impact.</li> <li>Collaborative partnerships drive increased research capability across the health workforce.</li> </ul>	<ul style="list-style-type: none"> <li>Executive and Board Leadership skills and competencies are aligned to strategy.</li> <li>Strong internal funding is maintained through demonstratable value of investment.</li> <li>External funding is received from an expanding and diverse range of sources.</li> <li>The Institute is resilient, adaptable, and responsive to challenges and opportunities within and beyond the health sector.</li> <li>Researchers have access to strong commercialisation pathways specifically for public health and health services research.</li> </ul>	<ul style="list-style-type: none"> <li>The Institute is a leader in the promotion of equity and diversity across the membership.</li> <li>The Institute cultivates a highly committed and skilled leadership team and exemplary EMCR support and development.</li> <li>The Institute attracts the best talent that complements our existing skill base.</li> <li>Our values-based culture is evident in the way that we work with each and with our partners.</li> </ul>
Actions	<ul style="list-style-type: none"> <li>Provide a comprehensive support package to encourage major bids.</li> <li>Continue to enhance existing Support for funding submissions.</li> <li>Embrace new research technologies to drive innovation.</li> <li>Actively promote research that is aligned to the major health challenges.</li> <li>Develop strategies to improve publication quality.</li> <li>Foster broad and deep connections across the Institute and design mechanisms for promoting multidisciplinary research.</li> <li>Explore how to build big collaborations (across the University and externally)</li> <li>Enhance pathways into the Institute for high performing PhD Students.</li> </ul>	<ul style="list-style-type: none"> <li>Support opportunities for representation of the Institute in key national, state-wide and local initiatives.</li> <li>Embed communications strategy into induction for new staff and communicate it internally each year.</li> <li>Develop an Impact Register to better understand, capture and utilise the impact of our research.</li> <li>Review and refresh communications strategy building on intelligence received from metrics to grow the Institute's profile internally and externally.</li> <li>Identify and implement recommendations for long-term, sustained implementation and scaling of research programs.</li> </ul>	<ul style="list-style-type: none"> <li>Increase partner related intelligence and data management available to IHT members.</li> <li>Increase awareness, visibility, celebration and impact of our local and international partnerships (including India and Northern Europe).</li> <li>Develop systems and support mechanisms for partnership development.</li> <li>Grow opportunities for externally funded partnership projects and scaling of partnerships.</li> <li>Grow opportunities for jointly funded positions in partnership organisations, including PhD student, internship and exchange roles.</li> </ul>	<ul style="list-style-type: none"> <li>Embed new governance approach with accompanying reporting and strategy cycle.</li> <li>Enhance reporting on key metrics to inform progress on strategic objectives.</li> <li>Develop business case for new and longer-term Institute funding cycle.</li> <li>Explore actions to support longer term funding of Institute members.</li> <li>Support the development and implementation of the system improvements being led by the DVCR Office.</li> <li>Continue to develop marketing collateral aligned to the specific needs of philanthropic organisations.</li> <li>Support initiatives designed to strengthen commercialisation pathways, internal and external to Deakin.</li> </ul>	<ul style="list-style-type: none"> <li>Consult with minority groups to understand how IHT can best meet their research and support needs.</li> <li>Consider the specific needs of teaching and research academics.</li> <li>Undertake a deeper analysis of the Survey responses to identify groups whose needs may not be met.</li> <li>Consider ways of supporting professional development program at IHT.</li> <li>Consider standardized evaluation methods for specific programs.</li> <li>Determine further talent acquisitions.</li> <li>Create an Air tasker (or similar tool) for Researchers.</li> </ul>
Outcomes	<ul style="list-style-type: none"> <li>Contribute positively to the highest possible ERA ratings, and other research rankings for the University</li> <li>Achieve the quality and volume of publications.</li> <li>Research findings are published in high quality journals and advance understanding in the field.</li> <li>Grow participation in and leadership of successful research funding bids.</li> <li>Grow numbers of PhD student completions and independently funded research fellows.</li> <li>Institute, Deakin and external collaborations result in multidisciplinary, impactful research outcomes.</li> <li>Researchers of all career stages are supported to achieve research outcomes and impact.</li> </ul>	<ul style="list-style-type: none"> <li>Our members and partners can clearly demonstrate our research impact.</li> <li>Our research influences policy and practice through our strong sectoral connections.</li> <li>Increased requests for our researchers' expert input into addressing complex health challenges.</li> <li>Recognition as an exemplar of innovative research translation and communication.</li> <li>Increasing number of our research products, and services and programs implemented at scale locally, nationally and internationally.</li> <li>Increased media presence by and positive media coverage of diverse members of the Institute.</li> </ul>	<ul style="list-style-type: none"> <li>Increased success of large-scale Cat 2-4 Partnership projects.</li> <li>Partnerships are strategically managed supported through better visibility and system support.</li> <li>Growth in our partnership base internally, externally, locally, nationally, and internationally and the number of high-value partnerships is increased.</li> <li>Growth in number of jointly funded and industry positions.</li> </ul>	<ul style="list-style-type: none"> <li>Executive and Board are actively engaged in the strategic development of the Institute.</li> <li>Leadership pathways support sustainability of the Institute.</li> <li>Achieve budget break even financial results.</li> <li>Core Deakin and Institute KPIs are systematically collected and reported across the Institute.</li> <li>Increased income generated from philanthropic organisations.</li> <li>Increased commercialisation opportunities and income.</li> </ul>	<ul style="list-style-type: none"> <li>Our Annual Members Survey demonstrates the perceived value of being part of the Institute.</li> <li>The Institute retains home-grown talent.</li> <li>The Institute attracts new talent.</li> <li>The diversity of our membership base is extended as measured in our Annual Survey.</li> <li>Increased participation in professional development opportunities for research development.</li> </ul>