



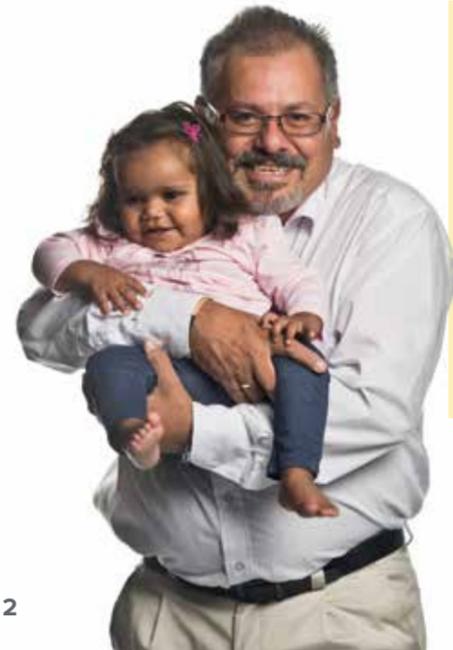
TELETHON
KIDS
INSTITUTE
Discover. Prevent. Cure.



UP FOR THE
CHALLENGE

STRATEGIC PLAN 2019-2023

Happy healthy kids



Telethon Kids Institute acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of the land and waters of Australia. We also acknowledge the Nyoongar Wadjuk, Yawuru, Kariyarra and Kaurna Elders, their people and their land upon which the Institute is located and seek their wisdom in our work to improve the health and development of all children.

Telethon Kids Institute's **Commitment to Aboriginal Children and Families** can be found at telethonkids.org.au/aboriginalcommitment

In this document, we have used the term Aboriginal to refer to Aboriginal and Torres Strait Islander people.



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OUR VISION Happy healthy kids



OUR MISSION

To improve the health, development and lives of children and young people through excellence in research and the application of that knowledge





OUR VALUES

Our values underpin how we work and make decisions

WE VALUE >>

COLLABORATION

Our work is better when we work together

We seek and respect the contributions of our colleagues, partners, the community, and all who share our vision

COURAGE

No problem is too big or too difficult

We will have the courage to take on the toughest challenges and will use our expertise and evidence to help those who need it most

EVIDENCE

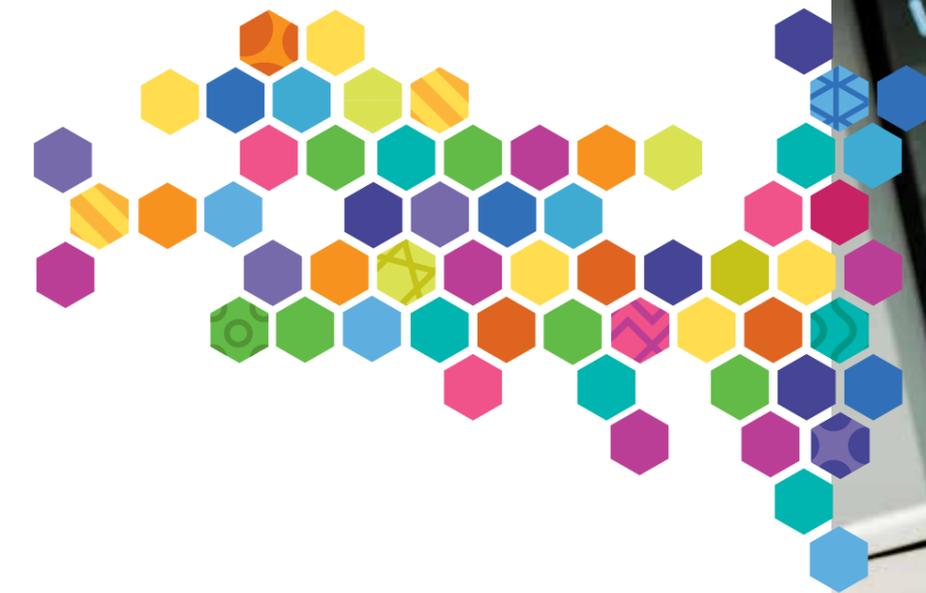
We do not compromise on quality

We commit to research excellence as the solid foundation that empowers us to challenge, innovate and advocate

RESPECT

We are honest, ethical and fair

We promote inclusivity and equity and celebrate the richness of diverse views, cultures and experiences





FROM OUR DIRECTOR UP FOR THE CHALLENGE

In 2012, we set out to create a new blueprint for a medical research institute - one that embraces its community and judges itself by its ability to make a difference. With the support of our strategy enabling partner BHP, we have achieved a significant transformation.

In 2018, an International Scientific Review Panel of independent, world-leading researchers identified the Institute's five key strengths:

- broad technical diversity and highly skilled personnel
- exceptional community engagement and support
- life-course approach to child health research
- research focus on health issues affecting vulnerable populations
- high level of enthusiasm for the Institute's mission and brand

Given this, they urged us to capitalise on our unique strengths and push ourselves even further.

They felt that Telethon Kids had all the ingredients to tackle some of the major health issues of today and the future, and to make an even bigger difference than we do now.



So, what's next?

We will continue to do the things we do well and which matter most to the community - supporting our researchers to answer important questions and focus on how their research can improve the lives of kids. We will elevate our excellence and reputation on the world stage, capitalise on the new location of our headquarters within Perth Children's Hospital, and expand our partnerships to ensure we do great research and actively translate it into health benefits.

In particular, we will prioritise our partnerships with Aboriginal families and communities across Western Australia and beyond to improve the health and development of their children. We will not ignore, nor accept, the continued disparity in outcomes for Aboriginal kids compared with other Australian children.

And we will also take the next step by identifying our Grand Challenges. Our Grand Challenges will define the Institute's point of difference and distinct international identity.

They will stretch us further than ever before.

These Grand Challenges will:

- address significant unmet needs in child and adolescent health research and strive to make step changes that can dramatically improve child health and development globally
- be ambitious, achievable, tangible and have measurable goals
- unify actions and harness highly collaborative programs of research with strong interdisciplinary and community partnerships
- strongly link to patient and community benefit

To identify these Grand Challenges, we will implement a new model for setting our research agenda.

Our priorities will not be determined solely by the Institute or investigators, but formed in partnership with the beneficiaries of our research.

We will consult with consumers and the wider community on their highest priorities for health and development and pursue priority-driven research programs.

At least one of these Grand Challenges will be focused on the health of Aboriginal people.

And, of course, we can't tackle any major challenges on our own. We will need to work hand-in-hand with many other organisations and individuals, locally, nationally and internationally. We can only succeed in true partnership with our community. Grand Challenges require grand collaborations.

This strategic plan is the blueprint for an even better Telethon Kids Institute, building on the foundations of our 29 year history. It sets a clear direction for delivering on a new priority-led research agenda.

We're up for the challenge.



Professor Jonathan Carapetis AM
Director, Telethon Kids Institute





STRATEGIC PILLARS

Four strategic pillars are the foundation for delivery of our mission:



IMPACT	PARTNERSHIPS	PEOPLE	SUSTAINABILITY
Making a measurable difference	We work better when we work with others	Capacity to take on the toughest challenges	Meeting needs now and for the future



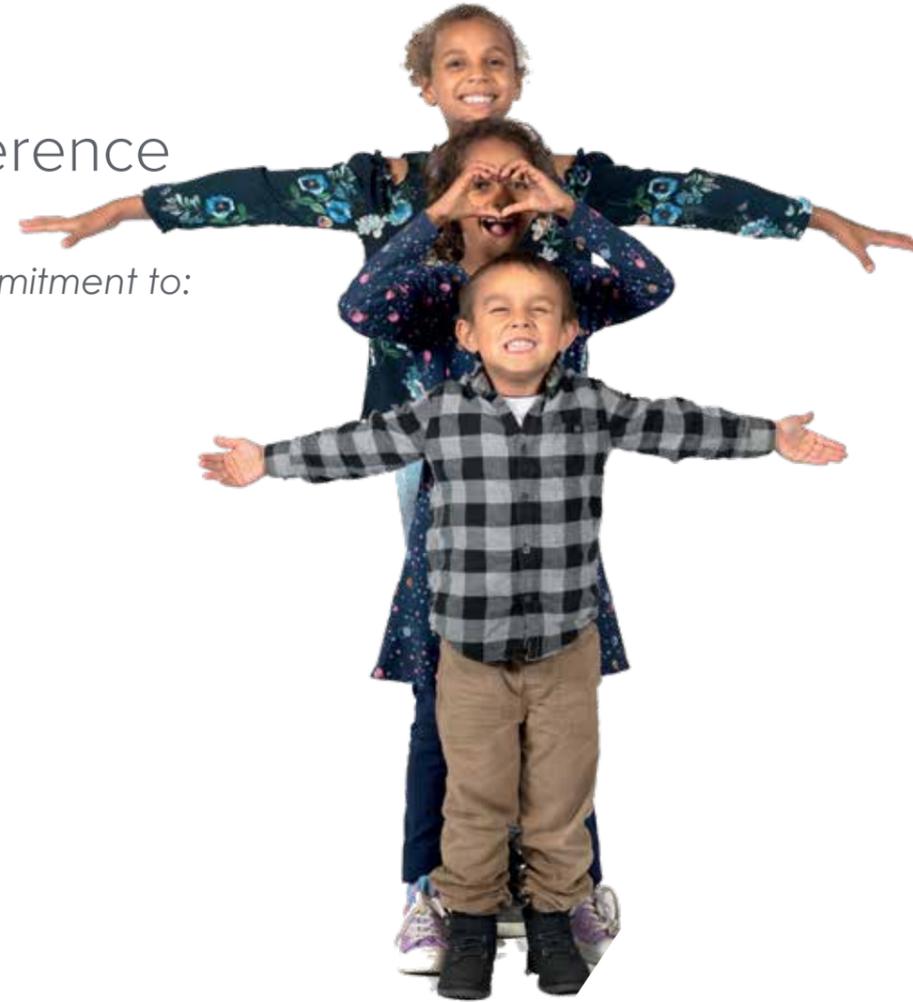


IMPACT

Making a measurable difference

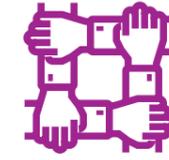
We will make a measurable difference through our commitment to:

- **Research excellence and innovation**
- **Ensuring research is useful and used**
- **Closing the gap for Aboriginal kids**



Closing the gap for Aboriginal kids

- Work with Aboriginal communities across Western Australia, and beyond, to improve the health and development of their children
- Increase our activity, expertise and credentials as a pre-eminent leader in Aboriginal health research



PARTNERSHIPS

We work better when we work with others

When we work with others we can achieve faster, more effective change. Collaboration is integral to achieving our mission. With shared and mutual respect, we will build our strategic partnerships with:

- **Our campus partners**
- **Like-minded organisations and people**
- **Community**
- **Government**

Our campus partners

- Maximise the opportunities from co-location with the Child and Adolescent Health Service (CAHS) and the broader QEII Medical Centre campus and foster a clinical and public health research culture
- Partner with Perth Children's Hospital, CAHS and the Perth Children's Hospital Foundation to develop a research strategy that aligns with the health service's priorities and supports the translation of research outcomes into practice
- Build and share research expertise, platforms and technologies with organisations across the campus and beyond

Like-minded organisations and people

- Identify new and expand existing relationships, locally and globally. We will actively seek partnerships with industry, corporate and services sectors, as well as our research colleagues to build the collective will, capacity and resources to achieve our mission
- Provide opportunities for meaningful involvement by our donors, funders and supporters

Community

- Maintain leadership in consumer involvement in the setting of research priorities and projects
- Expand engagement opportunities for community as active partners in research as participants and champions
- Ensure research findings are disseminated in formats that are accessible, relevant and applicable

Government

- Serve governments and their constituents – our communities – by making research evidence readily available and advising on policy opportunities
- Identify and respond to emerging needs, reports and priorities
- Inform and advocate evidence-based policy and initiatives to ensure high value health care





PEOPLE

Capacity to take on the toughest challenges

We will build our capacity to take on the biggest research challenges by prioritising:

- **Developing and recruiting great researchers**
- **Excellent support services**
- **Being a great place to work**

Developing and recruiting great researchers

- Identify, recruit and retain researchers who can lead ambitious and excellent research programs, particularly to build our challenge-driven and priority research areas
- Develop a sustainable pipeline of talented researchers who are the next generation of research leaders
- Implement an inclusive and coordinated organisational structure that encourages team science, provides more opportunities for emerging leaders, introduces fresh ideas and shares administrative tasks
- Enhance mechanisms for recruitment, mentorship, training and career paths for early and mid-career researchers
- Expand recruitment, retention and training of Aboriginal staff and students

Excellent support services

- Expand, develop and invest in platforms and services - and the people who deliver them - to best support our research agenda and challenge-led research programs

Being a great place to work

- Embrace and model equity, diversity and inclusion in our workforce and environmental sustainability in our workplace
- Reward and recognise outstanding effort and achievements
- Provide opportunities to build skills and capacities, regardless of role
- Enable an appropriate work/life balance



SUSTAINABILITY

Meeting needs now and for the future

So that we can meet needs now and in the future we will focus on:

- **Growing our reputation**
- **Long-term financial viability**
- **Effective commercialisation and innovation**
- **Strategic research investment**
- **Optimal technology**

Growing our reputation

- Continue to raise our profile, particularly to connect with community and grow our national influence and international reputation for excellent research

Long-term financial viability

- Ensure a diverse and growing funding base through a highly professional approach to grants management, contracts, philanthropy, business development and our Endowment Fund
- Respect, recognise and celebrate our funders and partners to build lasting and mutually beneficial relationships
- Closely manage expenditure and efficiency and continue to improve strategic procurement



Effective commercialisation and innovation

- Seed high risk/high reward research.
- Develop entrepreneurial capacity among our researchers and increase the number of translation opportunities including commercialisation outcomes
- Expand social venture investment to develop innovations that benefit the public good

Strategic research investment

- Prioritise investment in research that is aligned with the Institute's strategy and will create a competitive advantage

Optimal technology

- Ensure contemporary and cutting-edge technologies and an outstanding built environment to deliver research outcomes, attract researchers and facilitate collaboration
- Expand our capacities in genomics (and other 'omics) technologies and analysis to ensure the benefits are brought to children, including in personalised medicine



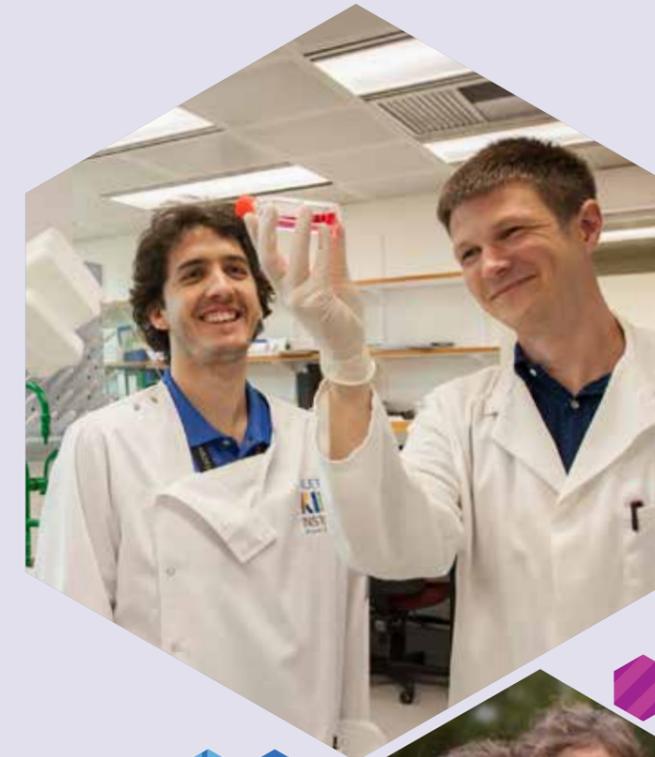
MEASURING OUR SUCCESS

In five years we will have:

- Developed an integrated research culture and an aligned research agenda with the Child and Adolescent Health Service that builds the national and international reputation of the Perth Children's Hospital campus
- Launched up to three Grand Challenges that address significant and unmet needs in child and adolescent health and established clear milestones for those Challenges
- Developed and recruited outstanding scientific leaders and the next generation of research talent
- Implemented a research impact management system that clearly tracks and demonstrates progress in achieving our mission
- Expanded the breadth and depth of our engagement with our collaborators, particularly the community, as our partners in research
- Strengthened our financial sustainability, with a diverse funding base and the capacity to invest strategically in new research opportunities
- Established the Institute as a pre-eminent leader in Aboriginal health research

We will judge success through our ability to improve the health and development of children through the creation of new knowledge that is put into action to make a difference, now and in the future.

We will continue to value traditional academic metrics such as grant income, publications and the training of higher degree students, but these will not be considered as measures of success on their own.





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PRINCIPAL PARTNER



STRATEGIC PARTNER

