



2023-2026 STRATEGIC PLAN



MONASH
University



**Monash
Health**

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Our partnerships



MONASH
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Monash
Health



MONASH
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MONASH
VICTORIAN
HEART
INSTITUTE



AHRA
WOMEN'S HEALTH
RESEARCH, TRANSLATION
& IMPACT NETWORK



Monash Partners
ACADEMIC HEALTH SCIENCE CENTRE

Monash University's strategic focus is IMPACT 2030

Monash Health's strategic intent is to be relentless in the pursuit of excellence.

MCHRI is directly aligned to these strategic objectives.

Acknowledgement of Country

In developing and pursuing our strategic plan, MCHRI acknowledges the Traditional Owners of this land, the Wurundjeri and Boonewrung People, who are part of the Kulin Nation.

We pay our respect to their elders past and present whose ancestral land it is upon which we provide our service to the community



DIRECTOR PROFESSOR HELENA TEEDE AM

"Our strategic plan brings a strong commitment to prevention and wellbeing, and to equity, access, diversity and inclusion. It brings clearly specified strategic goals and outcomes to deliver impact for Australian women"

I am delighted to present an ambitious 2023-2026 Monash Centre for Health Research and Implementation Strategic Plan. We are positioned as a partnership across Monash Health aspiring to *Better Care, Better Equity, Better Health*, and Monash University to focus on *Impact 2030*, and to contribute to our partners' objectives with a focus on women's equity and health. The need for action here has never been greater.

There have always been physical and mental health burdens unique to women, but the pandemic has exacerbated and accelerated the inequities Australian women struggle with. From an increase in domestic violence to underemployment to putting the health needs of their family ahead of their own. The physical, mental and financial security of Australian women has substantially deteriorated, especially in Victoria.

We work through partnerships, especially with our community, using codesign research, implementation, training, and healthcare improvement to recognise and address the social determinants of disease and to create an equitable and healthier future for Australian women.

Our strategic plan brings a strong commitment to prevention and wellbeing, and to equity, access, diversity and inclusion. It brings clearly specified strategic goals and outcomes to deliver impact for Australian women. Over the next three years, MCHRI will deliver health impact by:

- Leading research excellence to deliver better health and equity for Australian women through a National Institute.
- Working collaboratively to lead and grow international and national partnerships
- Increasing diversity in the workforce
- Providing unparalleled research and cross-cutting platforms
- Workforce development, capacity building, and training
- Informing our priorities to advance policy, guideline development, and deliver translation into practice.

OUR STORY

Who we are

Established in 2011, MCHRI builds on a highly successful partnership between one of Australia's largest health services, Monash Health, and its largest University, Monash University. We are national and international leaders in women's health, public health and wellbeing. Our diverse, cross discipline experts are brought together to improve the effectiveness of healthcare, for better health and equity of the community.

What we do

We are specialist knowledge generators and translators, we engage with all, identify problems, and co-create new knowledge and solutions. We partner to implement these solutions through practice and systems change in clinical, health services and public health problems, to deliver impact to Australian women.

Together, we work to improve outcomes for patients, and to deliver health impact nationally and internationally. We bring a focus on women's health including public health, prevention and optimal cardiometabolic health.

Our priorities for excellence and impact

Delivering health impact and creating systems change through our research and translation specific programs that support our cross-cutting platforms. Read our [2023 Impact Report](#).

Our cross-cutting platforms for systems change for excellence and impact

- Implementation and healthcare improvement
- Research translation and guidelines
- Big data and the Learning Health System
- Digital health
- Clinical and public health interventions & trials
- Community and stakeholder partnership
- Education and workforce capacity building
- Health economics and value-based care

Specific priority programs for excellence and impact

- Learning Health System for excellence and impact
- Public health & healthy lifestyle – prevention across the lifestyle
- Preconception, pregnancy and postpartum health of mothers and babies – pregnancy and postpartum lifestyle, improving pregnancy outcomes
- Women's reproductive and metabolic health– PCOS, early menopause, healthy lifestyle in high-risk women, reproductive epidemiology
- Cardiovascular health & diabetes - including women's cardiometabolic health, diabetes, CVD risk in reproductive-aged women.
- Gender equity, women's financial wellbeing and careers - advancing women's careers in health and academia, and closing gender inequality gaps
- Public mental health and wellbeing in Australia

Our guiding principles

Our principles are woven throughout our strategic goals. They underpin the research we do, how we do it and why we do it.

Our principles guide our strategic goals, and are central to our future plans and ambitions.

- Evidence-based, high quality, accessible prevention and care for everyone
- Diversity and gender equity
- Acknowledging the community as the funders and beneficiaries of health care and research
- Health and wellbeing across the lifecourse
- Change management systems and organisational level approaches

Our leadership

We bring strong governance, large scale partnerships and progress, with stakeholder engagement and co-development through the community, health professionals, health services and policy makers.

We are shaping the delivery of women's public health and healthcare, leading the development of new knowledge on effectiveness and efficiency of care, evidence synthesis, clinical guideline development and policy advice.

We sit on multiple local, state and federal government advisory committees, are integrated into health service management, and are academic leaders in multiple disciplines. We lead extensive national and international networks and alliances, supported through multiple NHMRC funded Centers of Research Excellence in Women's Health.

This includes a national program in advancing women's careers in health and academia.

Our researchers provide leadership in the Women's Health theme within the Monash Partners NHMRC accredited Research Translation Centre, reaching across health services for 3.2M Australians. We lead the National Women's Health Research Translation and Impact Network, funded by the MRFF, engaging across all NHMRC accredited Centers and 85% of acute health services nationally, with significant regional and primary care reach.

We are colocated and partner with the Victorian Heart Institute, Monash University, and the Victorian Heart Hospital, Monash Health. This aligns with our public health prevention and women's cardio metabolic health priorities.

In this role, we led the national process to determine women's health research priorities, aligned to the National Women's Health Strategy.



Our impact

- Enhancing knowledge and improved health focussing on all National Women's Health Strategy priority areas and enabling the delivery of the National Preventive Health Strategy.
- Delivering broader system level transformation through an embedded Learning Health System that is accountable to community priorities and drives and iteratively improves evidence-based, equitable public health and healthcare, aligned to, evaluating, and supporting the implementation of national strategies and policies.
- Supporting the provision of efficient, high-value public health and health care, with a focus on women's reproductive and cardio metabolic health, to ensure outcomes are maximised per dollar spent, and curtailing unsustainable increases in healthcare expenditure.
- Optimising routine care for pregnant women and supporting decisions by patients, doctors, and health policymakers, by advancing the field of risk prediction using routinely collected health data.
- Reducing entrenched inequalities in women's economic wellbeing through promotion of greater equity in labour force participation, income and wealth accumulation.
- Building women's capacity, capability and leadership in research and translation in women's health.
- Empowering our community to drive and co-develop research and healthcare improvement, through training, support and being directly embedded in institute and broader national activities.
- Recognised as a world leader in women's health, cardio metabolic health and public health.

OUR VISION

Better Care, Better Equity, Better Health

OUR MISSION

To deliver health and wellbeing impact, by partnering with community, clinicians and researchers through implementation science for equitable, quality healthcare and public health.

Our Strategic Intent:

Our team are specialist research translators, we engage with all, identify problems, and co-create new knowledge and solutions. We partner to implement these solutions through practice and systems change in clinical, health services and public health problems.

Together, we work to improve outcomes for patients, and deliver equitable health impact nationally and internationally.

OUR STRATEGIC INTENT

Bringing our Intention to Life

Research Excellence, Implementation and Impact

We will lead research excellence, implementation and impact to deliver better health wellbeing and equity.

Priorities

- Strengthen and expand areas of research in response to community priorities.
- Build on our strategic research program in womens' cardio metabolic health with VHI.
- Drive innovative solutions through cross sector Monash University engagement.
- Deliver on Monash University priority for Impact 2030
- Enable healthcare equity and access for all women.
- Position our team and partners as leaders in research implementation.
- Build capacity to deliver excellence and impact.
- Implement outcomes in health care and health systems.
- Partner to deliver impact.
- Improve health outcomes for the community including the Monash Health community and underserved communities.
- Outcomes to support culturally and linguistically diverse, Indigenous and intersectionality communities.
- Work with stakeholders, the community and consumers, and co-design in all research.

Indicators

- Implementation and impact of knowledge into practice and policy.
- Seminal publications that drive paradigm change.
- Sustainable funding - national and international funding agencies.
- Continued engagement and partnerships with health services.

Collaboration

We will build our leadership and international and national partnerships and build capacity to solve real-world health, wellbeing and equity problems.

Priorities

- Generate new knowledge (interdisciplinary teams of clinicians, researchers and consumers).
- Collaborate across Australia and internationally.
- Improve workforce development.
- Increase research translation, implementation and impact.
- International engagement by disseminating to an international audience.
- Increase integration with healthcare and education across the care continuum.
- Build on funding and partnerships through Centre's of Research Excellence and National Partnership Grants:
 - [The Centre of Research Excellence in Women's Health in Reproductive Life \(CRE WHiRL\)](#)
 - [Advancing Women in Healthcare Leadership \(AWHL\)](#)
 - [The Centre of Research Excellence in Health in Preconception and Pregnancy \(HiPP\)](#)
 - [Women's Health Research Translation & Impact Network \(WHRTN\)](#)
 - Establishing the partnership with VHI in women's cardio metabolic and preventative health

Indicators

- Implemented knowledge into clinical practice and the health system.
- Improved research outcomes.
- Increased collaborations.
- Increased national and international profile.
- Influence through committee membership and advisory roles.

Health Impact

We will deliver measurable health impact across a range of fields and conditions.

Priorities

- Strengthen community and stakeholder partnership, priority setting and co-development.
- Embed partner and strengthen collaboration with VHI to deliver better cardio metabolic health for women.
- Use best practice evidence synthesis, guidelines, translation and digital health.
- Further develop health interventions, trials, research and translation.
- Use big data, risk prediction, machine learning, advanced analytics, and the Learning Health System to deliver impact.
- Enhance implementation science knowledge, healthcare improvement approaches and application of the Knowledge to Impact Framework.
- Embed health economics into implementation research and service delivery, and increase cost effectiveness.

Indicators

Number of:

- And duration of partnerships.
- Collaborative projects with VHI
- Guidelines
- And reach of digital tools and risk calculators
- Health programs informed by MCHRI cross-cutting platforms.
- Clinical trials
- Cost-effectiveness analyses

Workforce Development and Training

We will deliver an internationally reputable and prestigious workforce development and training program.

Priorities

- Equip and support the next generation with the skills and knowledge of implementation research.
- Prepare the next generation with innovative programs and co-designed learning approaches.
- Build national and international education partnerships .
- Expand our national/ international reputation, reach and uptake of programs:
 - Undergraduate
 - Postgraduate
 - Workforce ready

Indicators

- Growth in student uptake and numbers.
- Expansion of programs.
- MCHRI graduates placed in leadership roles.



Stakeholder, Consumer and Community Involvement

We will increase stakeholder, consumer and community involvement to advance policy, guideline development and translation into practice.

Priorities

- Further develop partnerships with Monash Health and enable the delivery of their research strategy.
- Further develop collaboration with VHI and strengthen their research program.
- Expand guideline development, implementation and translation into health systems to improve public health.
- Establish and deliver a Community and Consumer Involvement (CCI) Program that is accessible to all research programs and to give the community a leading voice.
- Explore and drive best practice community and consumer involvement.
- Develop online resources for clinicians and consumers to improve clinical care and patient outcomes.
- Work with stakeholders to develop, monitor, review and revise.
- Embed research in healthcare delivery across the care continuum.
- Promote implementation of change management.
- Further develop partnerships with Monash Partner Research Translation Centre.

Indicators

- All research to include community and consumer involvement.
- Established partnerships.
- Uptake of policies by clinicians.
- New/updated guidelines/policies by peak bodies/government.
- Improved outcomes for patients
- Online resources in CCI

An Australian first: Institute of Implementation & Impact in Healthcare, focussing on Women's Health, Wellbeing & Equity

Prioritising women and girls in public health

The team is working towards an Institute of Implementation and Impact in Healthcare, focussing on Women's Health, Wellbeing and Equity, which aims to deliver the highest attainable standard of physical and mental health and wellbeing, for the Australian community.

The Institute will:

- Deliver successful solutions — Diverse experts supporting public health, health professionals, services and policy makers with credible evidence-based, implementable solutions that deliver better health and wellbeing outcomes.
- Advance policy and population health priorities — Supporting health and wellbeing holistically with women across the life course.
- Work across disciplines — Breaking down silos to bring together experts in health, finance, policy, digital health, IT, engineering, social sciences law and education to deliver equity, health and wellbeing for community.
- Give our community a voice — Partner with community to codesign, implement, evaluate and deliver person-centric health support and care, The proposed will relieve the burden on community by concentrating on prevention and working across the social determinants of health. With a focus on women's health, it will have a strong focus on financial insecurity and equity, and the way these factors influence health and the need for policy and systems change.



Better Care, Better Equity, Better Health

Further information

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