

GALLIPOLI

MEDICAL RESEARCH FOUNDATION

Strategic Plan 2023 - 2027

EXECUTIVE SUMMARY

Gallipoli Medical Research Foundation's guiding principles lie in research that enhances the mental and physical health and wellbeing of veterans, serving military, and those who love, support and rely on them.

Our research not only delivers increased understanding around issues facing this community, but delivers insights and therapeutic pathways that can also change lives, improve treatments and cure disease within the general population.

Discovery is often a series of small steps forward. Our progress in the identification and creation of solutions to major health concerns impacting Australians are a clear indication of what can be achieved when we dedicate our time, effort, talents and resources to changing lives through research.

The 2023-2027 Strategic Plan is guided by the "lived experience of our veterans and their families" and we are committed to undertaking and applying innovative research to improve their quality of life. Our research will also guide and enhance policies and clinical practice. We understand that we cannot do this alone, and we will collaborate with academic institutions and partner with the Veteran and Defence communities to deliver impact

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- **Vision:** Research to Restore Lives
 - **Mission:** Improve the Quality of Life for Veterans and their Families through Research, Translation, and Implementation
 - **Purpose:** Unlock the Power of Research to enrich the Quality of Life for Veterans and their Families
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GMRF'S VALUES AND BEHAVIORS

Compassion

- We respect the contribution of every individual and value "lived experience"
- We promote the wellbeing and development of all team members
- We communicate with impact and empathy

Innovation

- We foster an environment that encourages creativity and forward thinking
- We challenge, problem solve and act
- We are considered and accountable in our decisions and practices

Integrity

- We demonstrate who we are in our words and actions
 - We hold ourselves to a high ethical and moral standard
 - We are honest and reliable
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FOUNDATION OVERVIEW

Gallipoli Medical Research Foundation (GMRF) is a unique and successful hub for research and discovery. Founded in 2005 and based at Greenslopes Private Hospital, the former repatriation hospital in Brisbane, we continue the Hospital's proud tradition of supporting current and former service personnel through research and education. Today, we have over 50 experienced staff working across a biomedical research, clinical trials, with a focus on diseases and conditions that adversely impact veterans and their families. We investigate areas of significant clinical need identified by a multi-disciplinary clinical leadership team. We engage with individuals, businesses, academic institutions, and communities to grow our research and focus on translational and applied research with immediate and meaningful impact.

Our research extends from the scientific laboratory to the hospital bedside and out into the community, and the answers touch everyone. We're also proud to fund initiatives that improve outcomes for patients at Greenslopes Private Hospital, including annual grants and the Cancer Wellness Program. It's with thanks to our wonderful community of donors and supporters that we're able to continue our vital work, taking inspiration from the discipline and dedication shown by our veterans.

Governance

GMRF is an independent not-for profit organisation registered with the Australian Charities & Not for Profit Commission (ACNC) and located within the Greenslopes Private Hospital Campus and affiliated with the University of Queensland. Our volunteer Board of Directors come from many professional disciplines including military, medical and biomedical research, finance and law.

Our strategy and operational activities are overseen by an Executive Management Team led by the CEO. Our Research feasibility, productivity and accountability is overseen by an independent Research Advisory Committee and our finance and risk is overseen by the Audit and Finance subcommittee of the Board.

GMRF Research is both conducted directly by GMRF employees and by university affiliated staff and students funded by GMRF. GMRF also provides grants and scholarships that are administered by our academic partners.

All research conducted by GMRF Staff or by GMRF affiliated researchers and/or at GMRF facilities will comply with the Australian Code for the Responsible Conduct of Research <https://www.nhmrc.gov.au/about-us/publications/australian-code-responsible-conduct-research-2018>

All GMRF research is reviewed and approved by the relevant NHMRC Ethics Committee. All research involving current or ex-serving ADF personnel is reviewed and approved by the Defence/DVA Ethics Committee.

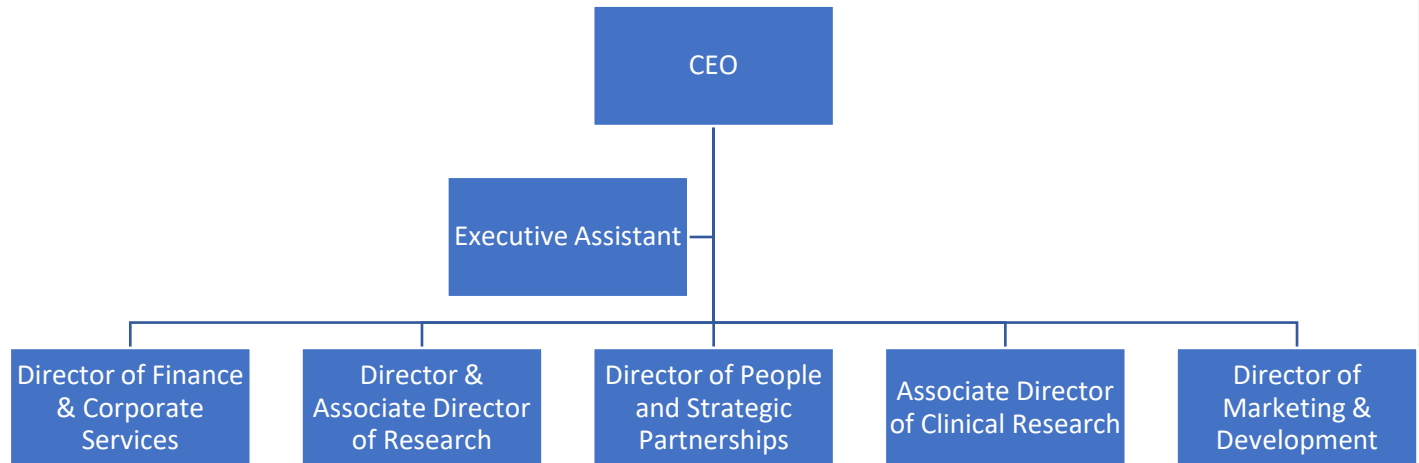
All GMRF initiated research projects and clinical trials coordinated by GMRF staff and/or projects utilising GMRF facilities must undergo a GMRF governance application and review process. Governance approval must be provided by the CEO prior to commencement of the project. Additional Ramsay Healthcare governance approval must be sought when utilising GPH staff or facilities

GMRF provides operational and enabling activities including ethics, governance and quality support, research coordination, fundraising, financial management, human resources and marketing. Physical infrastructure and Information Technology is provided as in-kind support to GMRF from Ramsay Healthcare.

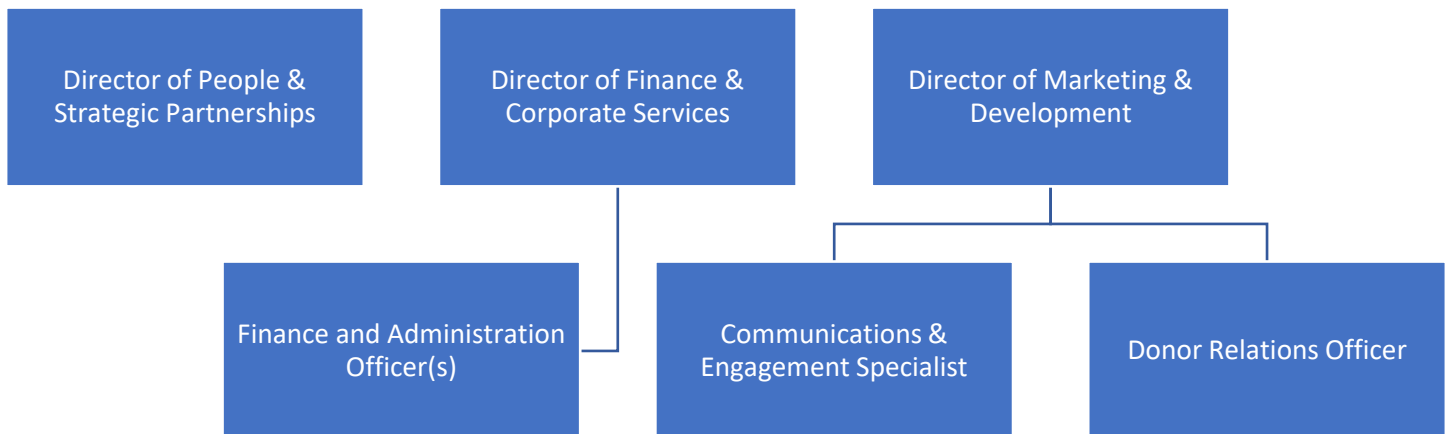
Our Patrons are Dame Quentin Bryce and Emeritus Professor John Pearn

2023 - 2027 Operational Structure: Direct Employees

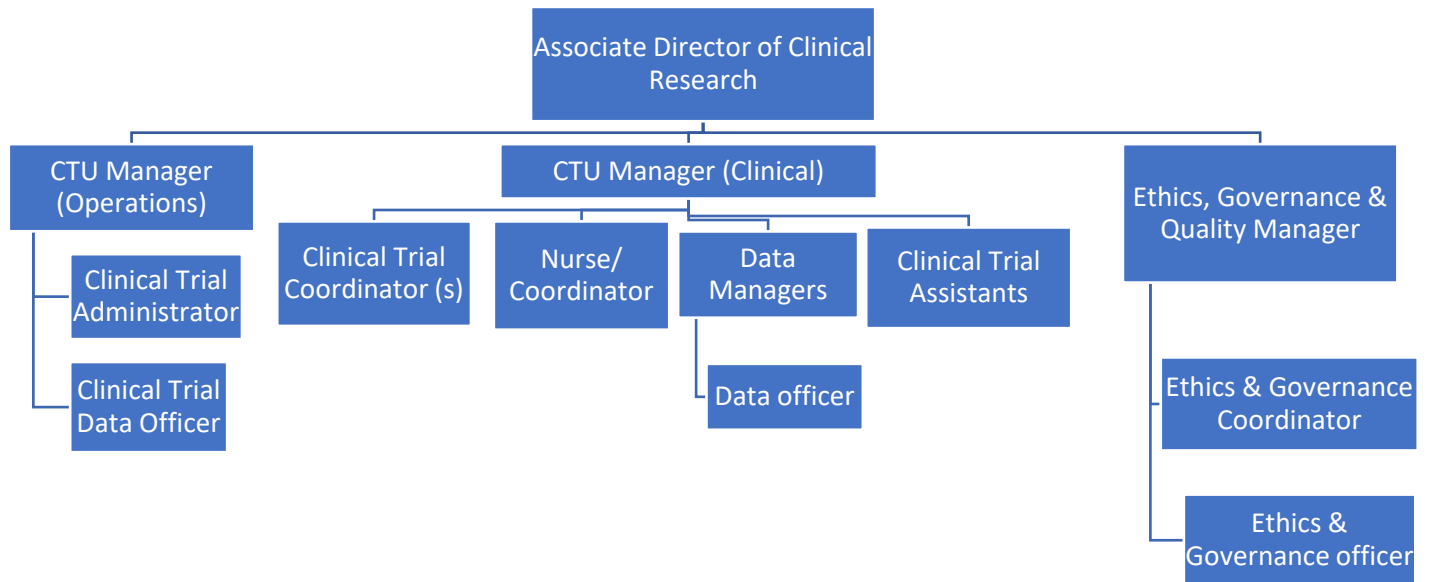
Executive Management Team



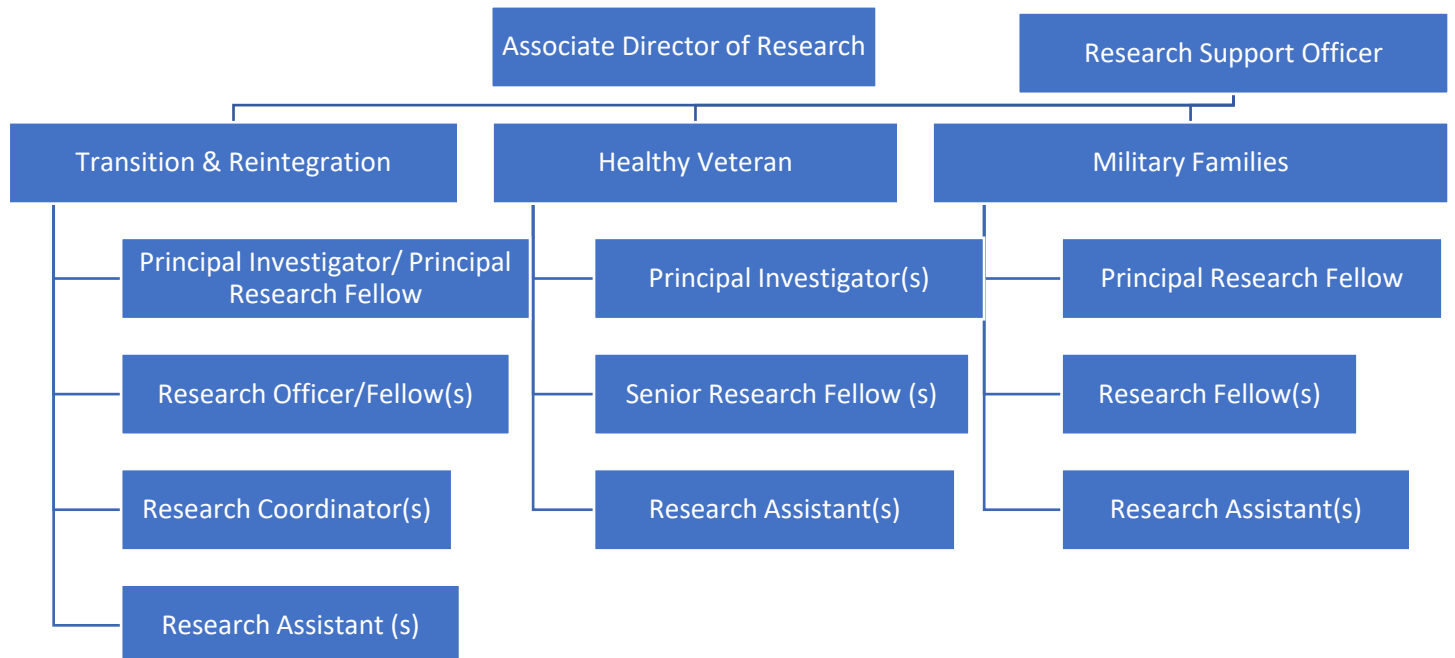
Development and Administration Team



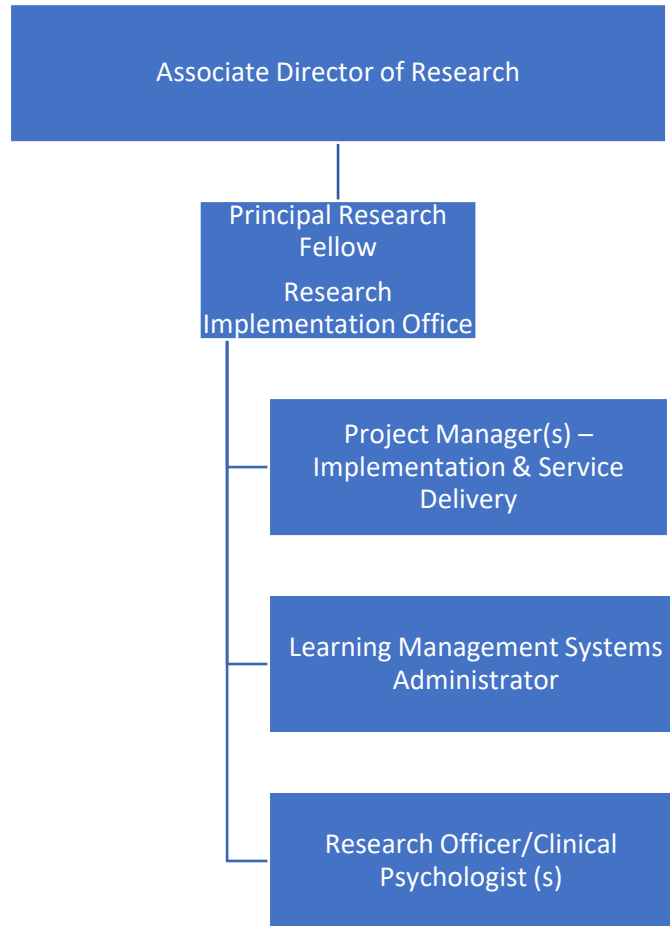
Clinical Trials Team



Veteran Mental Health Research Team



Research Implementation & Evaluation Team



2023-2027 STRATEGIC PRIORITIES

Strategic Priority 1 – Respected, Independent & Collaborative Research Institution

Strategic Intent:

1. Clearly articulate who we are, what we do, with whom and why
2. Deliver projects through co-design, based on meaningful consultation with national and international partners
3. Differentiate from other institutions through the conduct of impactful research and translational opportunities that has a proactive and preventative focus
4. Be a nationally and internationally recognised for research excellence, impact and compassion

Measures of Success:

Veteran and Military Family Focus in name and branding that focus is positively reflected in the behaviours and actions of personal at all levels of the organisation and is clearly demonstrated in the organisation's commitment to research excellence and the use of evidence for positive impact.

A revised constitution to more accurately reflect the 2023-2027 strategy

Maintain existing and establish new mutually beneficial collaborations with likeminded and mission-aligned institutions.

Strategic Priority 2 – Pursue Excellence in Research

Strategic Intent:

1. Facilitate clinical trials that advance medical discoveries and provide optimal care for research participants
2. Undertake research programs that improve the understanding of health and diseases of veterans, serving personnel and their families as well as shaping related health and welfare policies, and informing clinical guidelines
3. Actively pursue local, national, and international collaborations
4. Be recognised nationally and internationally as a key opinion leader for veteran health and wellbeing research

Measures of Success

Achieving conventional research metrics (publications, citations, impact factors, invitations, competitive grant success) demonstrating national and international recognition for undertaking research of exceptional academic quality,

Evidence that our research enhances current policies and practice, and our members play key roles in the development of relevant clinical guidelines

An innovative engagement strategy to attract and support high quality students across the key areas of research

Strategic Priority 3 – Translation for Positive Impact

Strategic Intent

1. Undertake translation projects that will lead to improvements in Policy & Practice using a “lived experience framework” and direct consumer engagement
2. Be the leader for evidenced informed/evidence based veteran centric programs that improve quality of life of veterans and their families
3. Be recognised nationally and internationally as a centre of excellence clinical trials and for the delivery of veteran health and wellbeing programs

Measures of Success

An evidence-based strategy for expanding veteran/consumer engagement using the principals of consultation and co-design

GMRP programs embedded within government and non-government agencies with excellent client satisfaction scores and a steadily increasing number of users

Invitation/Commissioned to contribute to government and non-governance policy reviews and strategic improvements

Strategic Priority 4 – Thriving People and Culture

Strategic Intent

1. GMRP will develop flexible workforce models to attract and retain talent
2. We will invest in our people, provide professional training and will empower future leaders
3. Become established as an employee of choice through people centric leadership and career opportunities

Measures of Success

Thriving workforce demonstrated by retention rates, productivity, growth opportunities, diversity and engagement scores.

Strategic Priority 5 – Sustainability for long term viability

Strategic Intent

1. Reinforce our long-term relationship with Greenslopes Private Hospital and Ramsay Healthcare, recognising their key role in our past success and facilitating, where possible, their research agenda
2. Consolidate relationships with existing clinical trial sponsors and proactively explore new opportunities
3. Solidify traditional fundraising methods and establish an endowment fund using existing and future investments
4. Strengthen existing partnerships particularly RSL Queensland recognising our unique partnership while exploring new opportunities
5. Explore future revenue streams outside of existing models including commercialisation
6. Ensure cost efficiencies and sustainability in all areas of expenditure following ethical principles
7. Be recognised as partner of choice for GMRF research enabling diversified long-term funding

Measures of Success

Exceed industry benchmarks for cost of fundraising and administrative ratios

Secure, ethical, diverse and reliable revenue streams that provide the organisation with the opportunity to deliver on our purpose and reach for our vision

Retention and growth of existing sponsor, corporate and strategic partnerships plus procurement of new, mission aligned, partnerships.

Demonstration of the value of Gifts in Wills to the veteran and hospital community through the establishment of the GMRF Endowment Fund

Implementation & Accountability

Implementation of the GMRF Strategic Plan will be overseen by the Executive Management Team, who will ensure regular updates to the Board of Directors

The Directors of Research and the Principal Research Fellows will be responsible for the conduct and delivery of major research projects and clinical trials. Annual reports of research performance and impact will be submitted to the Research Advisory Committee. The biannual expert scientific review of key research programs will continue with the next Expert Reviews due in 2024.

Financial management, budget accountability and grant acquittals will be managed by the Director of Finance and Corporate Services and overseen by the Audit & Finance Committee

Collected data from individual performance measurement and employee engagement surveys will be collated to measure organisational performance and provide data for benchmark reporting by the Director of People.

Organisation wide profile, corporate support, public relations and community engagement will be overseen by the Director of Marketing and Business Development and engagement levels will be reported to the Board.