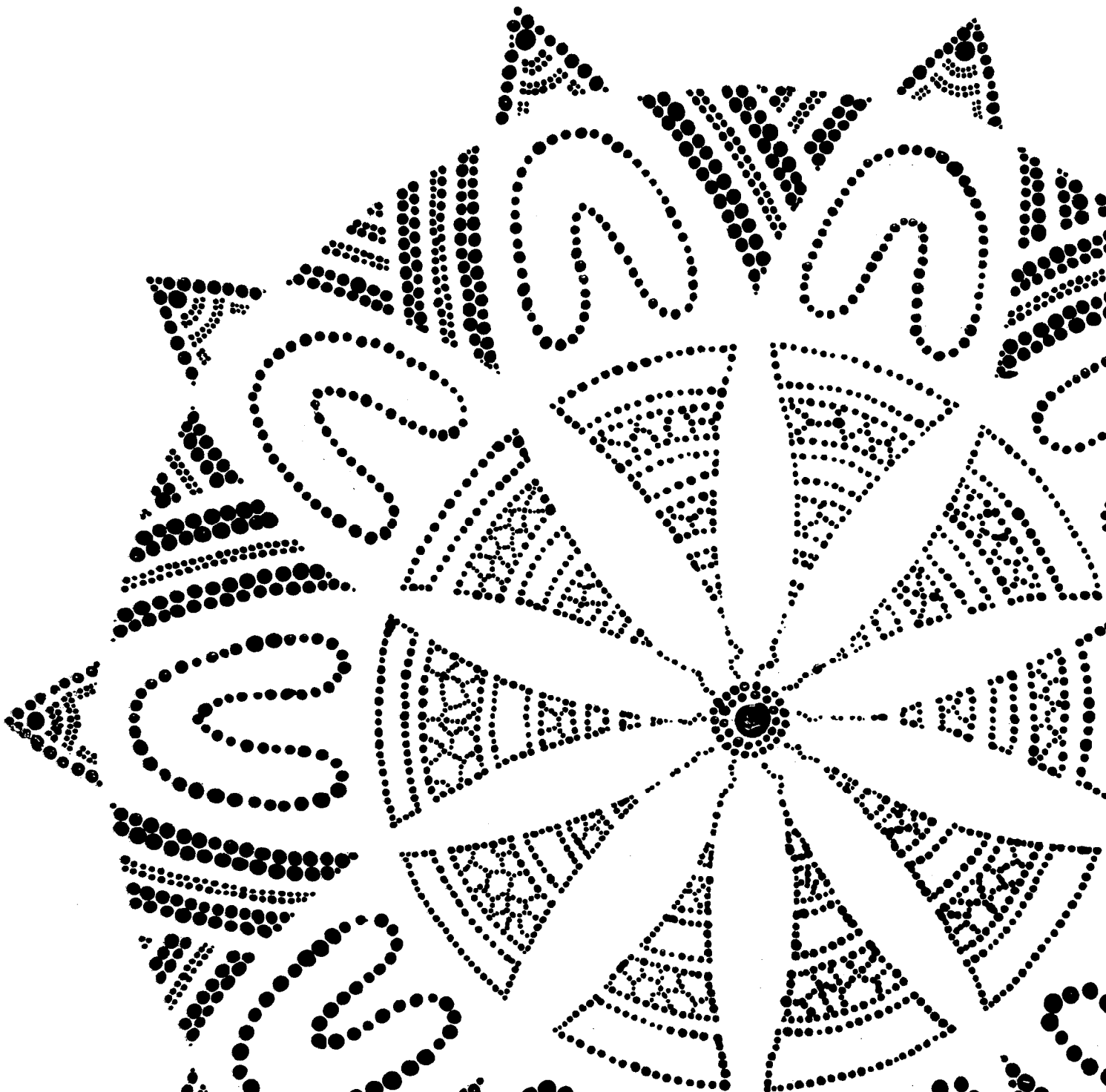


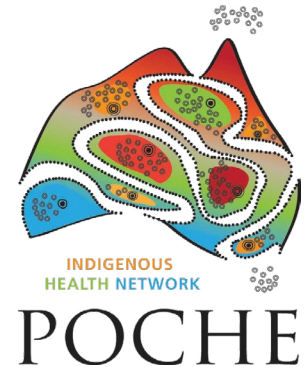
UQ Poche Centre for Indigenous Health

Strategic Plan 2020–2024



UQ Poche Centre for Indigenous Health

The University of Queensland (UQ) Poche Centre for Indigenous Health was established in 2015 following a \$10 million donation from Mr Greg Poche AO and Mrs Kay van Norton Poche. The Centre is part of the national Poche Indigenous Health Network, together with Poche Centres at the University of Melbourne, the University of Sydney, the University of Western Australia and Flinders University in Adelaide, Darwin and Alice Springs. A key partner in the activities of the UQ Poche Centre, since the beginning, is the Institute for Urban Indigenous Health (IUIH), which delivers world-class primary health care services to the Indigenous population of South East Queensland.



The UQ Poche Centre for Indigenous Health brings together Indigenous and health expertise across the University and works collaboratively with Indigenous community organisations and health providers to transform Aboriginal and Torres Strait Islander peoples' experiences of injustice and inequity in health and wellbeing. The UQ Poche Centre works in urban, regional and remote settings across Australia, and with other Indigenous peoples internationally. With a mandate to respond to challenges in Indigenous health, the UQ Poche Centre undertakes and facilitates a broad range of transdisciplinary research activities as well as developing a next generation of researchers to rise to the challenge of Indigenous health research.

The UQ Poche Centre is governed by an Advisory Board consisting of the Director of the Centre plus representatives from the Faculty of Health and Behavioural Sciences, Faculty of Medicine, Office of the Pro-Vice Chancellor (Indigenous Engagement), founding community organisations, the IUIH, the Mater Hospital, the Poche family and the Poche Indigenous Health Network.

Vision

Provide national and international leadership in Indigenous health research and researcher development to improve life expectancy and transform health inequities and injustices in Australia and other international settings.

Mission

To become a leading Indigenous health research centre in Australia. We will do this by creating impact through:

- developing an Australian first urban Indigenous health research agenda and executing this with our major strategic partners
- engaging in collaborative research that addresses gaps and challenges identified by Indigenous communities
- building the capacity and capability of Indigenous health researchers to conduct rigorous research that addresses inequity and injustice in communities across Australia.

“The Poche Network is an important initiative to advance Indigenous health in Australia. With a focus on turning research into outcomes, we will be harnessing some of the best minds around the country to focus on wicked problems and creative solutions that will deliver lasting benefits to Aboriginal and Torres Strait Islander peoples.”

Patron and Chair of the Poche Network,
Professor Tom Calma AO



Potential by Sid Domic Potential represents the potential in all of us. The plant doesn't reach its full potential until it flowers, a symbol of its expression and growth. In the image, the U shapes represent the UQ community – staff, students, Indigenous community, our partners, everyone. From the UQ community comes their individual growth, directed towards the centre circle which represents a focal point of all this knowledge and energy. This creates the flower, which is symbolic of our potential as a community working together. Also, Potential is a reflection of a DNA cross-section, which makes us what we are.

Our Approach and Strategic Focus Areas

We employ a strengths-based approach in all aspects of our research and training endeavours with emphasis on Indigenous leadership, governance, training and ways of doing things. The Centre is committed to becoming a national centre of excellence in Indigenous health research. Focusing on Indigenous ways of knowing, being and doing, we will undertake multidisciplinary research to address the diverse health issues impacting Indigenous peoples, while concurrently reducing health inequity and improving health outcomes and systems. Working with our community partners nationally and internationally, we strive to conduct impactful research, enhance

student exposure and experiences in Indigenous health and create a next generation of Indigenous research leaders through a well-supported higher degree by research program. This will require building upon and strengthening our existing partnerships, as well as creating new partnerships and collaborations locally, nationally and internationally. This will enhance health and other outcomes for Indigenous peoples that will be sustainable, transferable and translatable over the long-term.

In this Strategic Plan 2020–2024, the UQ Poche Centre for Indigenous Health has determined its key strategic direction is

to become a leading Indigenous health research centre. For the Centre, this strategic direction will mean a focused effort towards growing the impact of its research on improving the health of Aboriginal and Torres Strait Islander peoples and eliminating health inequities and injustices. This will also mean a concerted effort in supporting the next generation of Aboriginal and Torres Strait Islander health researchers.

This strategic direction will be achieved through pursuing the following five objectives and the core strategies to achieve them:

OUR STRATEGIC FOCUS AREAS	
Objectives	Core Strategies
Conduct rigorous scientific research that has a demonstrable impact on reducing health inequities and injustices and improving health outcomes in communities nationally and internationally: this research will be prioritised on the life-course, and on improving health systems and determinants of health and align, with the needs of the Centre's Partners	Research Strategy
Expand and strengthen existing key partnerships to improve outcomes in Indigenous health Grow new partnerships and collaborations particularly with organisations providing health care to urban Indigenous peoples Create partnerships and linkages internally at UQ to drive research consistent with the Centre's vision Lift the profile and impact of the Centre	Community Engagement Strategy
Develop and promote pathways that privileges Indigenous peoples to become Indigenous health research leaders, with a focus on higher degrees by research, in addition to supporting a cohort of non-Indigenous researchers to address our core strategies.	Indigenous Health Researchers Strategy
Support the two UQ health faculties (Medicine and Health and Behavioural Sciences) in educating future health professionals to deliver culturally safe healthcare for Indigenous people Continue to facilitate UQ student placements with key partners to enhance student experiences and exposure to careers in Indigenous health	Health Workforce Training Strategy

To achieve this, an immediate focus of the Centre will be to recruit and retain high-performing academic and professional staff to enable the Centre to deliver on this Strategic Plan.

Alignment with UQ Strategy

Our Strategic Plan is mindful of other UQ strategies as outlined below.

UQ's Strategy Plan 2022–2025

The UQ Poche Centre for Indigenous Health contributes to all three of UQ's strategic priorities, framed around: learning and student experience, research and innovation, and enriching our communities:

1. Supporting the university to graduate game-changing health graduates with the skills required to create positive change in society through the delivery of culturally safe health services for Aboriginal and Torres Strait Islander peoples.
2. Delivering solutions to complex Indigenous health service delivery challenges by bringing together the best expertise through internal multi-disciplinary and cross-unit collaborations and external partnerships and networks.
3. Engaging in collaborative external partnerships to identify the gaps and challenges faced by the Indigenous health community, and then co-designing and implementing impactful evidence-based programs into practice.

UQ Aboriginal and Torres Strait Islander Research and Innovation Strategy 2021–2025

The UQ Poche Centre for Indigenous Health supports the attainment of UQ's goals in relation to Indigenous research and innovation excellence, leadership, and accountability. As an Indigenous-led research centre, we focus on Indigenous ways of knowing, being and doing to undertake multidisciplinary research that translates to improved health equity and health outcomes. The Centre offers a culturally safe and enabling environment to support the development of the next generation of Aboriginal and Torres Strait Islander researchers and promote meaningful engagement with partners and partnering communities.

Alignment with UQ's Reconciliation Action Plan 2019–2022

The UQ Poche Centre for Indigenous Health contributes to many of the actions outlined in UQ's Reconciliation Plan (2019–2022), with particular emphasis

on developing mutually beneficial relationships with the Indigenous health community to inform higher education development priorities. The Centre works closely with the Faculty of Health and Behavioural Sciences and the Faculty of Medicine to grow the number of Indigenous postgraduate students and staff in higher education and plays an advisory and facilitative role in the Indigenisation of curricula and embedment of inclusive and culturally safe teaching practices into health programs.



Core Strategies and Goals

Research Strategy

The UQ Poche Centre for Indigenous Health leads a collaborative transdisciplinary approach to Indigenous health, in alignment with UQ's Leading Healthy Lives Impact theme.

The Centre's relationship with community organisations and healthcare providers combines health service delivery knowledge, experience and clinical datasets with advances in research technologies and methodologies required to deliver research outcomes that translate to improvement in the health and wellbeing of Indigenous Australians.

Our Centre is committed to focusing on the goals of our foundational partner, the Institute for Urban Indigenous Health:

- Improving access to quality health and social support services
- Building and sustaining healthy families across the lifespan
- Fostering collaboration and innovation
- Strengthening and enhancing the enabling systems and governance.

Our research agenda will also aim to address priorities of our more recent partners, such as the Southern QLD Centre of Excellence in Aboriginal & Torres Strait Islander Primary Health Care

and Metro North HHS.

Our emerging urban Indigenous health research theme enables the Centre to empower individual researchers both within UQ and externally to develop and lead their own research programs.

Our research should strive toward excellence, translation and impact.

The Centre also places a strong emphasis on fostering the next generation of Indigenous health research leaders, from undergraduate students undertaking summer and winter research projects to Higher Degree by Research (HDR) students and early-career researchers.

OUR RESEARCH STRATEGY	
Goals	Measures
Attract and nurture emerging and experienced Indigenous health researchers to expand the scale of our research	Review of the role and strategic value of affiliate and adjunct appointments Growth in HDR students studying health-related subjects Growth in HDR students transitioning to postdoctoral positions within UQ
To be recognised as a leading Indigenous health research centre in Australia	Securing funding to drive core research in urban Indigenous health Growth in research outputs (e.g. peer-reviewed publications, systematic reviews), and research impact (e.g. translation of research into practice, changes to clinical practice/new models of care) Increased presentations at national and international conferences Growth in research income, including community commissioned (consultancy) projects
Promote and increase research that addresses gaps and challenges identified by urban and other Indigenous health communities Co-design and implement evidence-based research into practice with community partners	Increased submissions of collaborative grant applications Growth in facilitated collaborations between UQ researchers and Indigenous healthcare providers Develop a bi-monthly Indigenous health research seminar series
Develop a pipeline for HDR students engaged in Poche Centre research projects Increase engagement between Poche Centre staff and students	Increased number of summer/winter scholarship and Honours research projects Increased number of HDR students supervised by Poche Centre academics (includes affiliate researchers) Develop a monthly staff-student networking event
Establish a results-oriented culture	Evaluate the impact of research outputs on improving Indigenous health

Community Engagement Strategy

During the term of this strategy, we will establish a clear understanding of our purpose and strategic goals for our internal and external stakeholders, including those who have been consulted in the development of this 2020–2024 Strategic Plan.

Furthermore, meaningful community engagement and mutually beneficial partnerships are instrumental in:

- 1. identifying the gaps and challenges in Indigenous health service delivery, and

- 2. the co-design of research methodologies to ensure successful translation of research into practice.

Our Community Engagement Strategy sees the UQ Poche Centre strengthening our relationship with the IUIH across its research and workforce development activities, while expanding our community reach, through the establishment of formal partnerships with existing communities and other Indigenous community partners.

OUR COMMUNITY ENGAGEMENT STRATEGY	
Goals	Measures
Communicate the purpose and remit of the Centre to UQ and external (community) stakeholders	Disseminate the 2020–2024 Strategic Plan throughout the broader urban Indigenous community
Increase the profile and reputation of the Centre as a national leading research centre in Indigenous health	Increased representation in local community and government activities Increased advocacy and media presence due to reputation as key opinion leader in Indigenous health research Increased number of community members participating in Centre research projects Disseminate opportunities, activities and achievements through the development of a bi-monthly Centre networking event Deliver at least two public engagement events a year
Understand the local and national landscape to ensure the Centre's endeavours are adding value and leveraging opportunities, infrastructure, knowledge and existing datasets	Increased research and workforce development collaborations Increased utilisation of existing knowledge and datasets
Develop a UQ-wide coordinated engagement strategy with Indigenous health community organisations and health providers	Develop a UQ network between senior Indigenous health research leaders that meets on a quarterly basis

Indigenous Health Researchers Strategy

The UQ Poche Centre also acknowledges that growing the representation of Indigenous people within the health workforce is essential to improving Indigenous health outcomes. Our Indigenous Health Researchers Strategy has the Centre supporting the UQ organisation units – Faculty of Medicine, Faculty of Health and Behavioural Sciences and the Aboriginal and Torres Strait Islander Studies (ATSIS) Unit – to develop pathways for Indigenous people to build aspiration for a career in Indigenous health research.

OUR INDIGENOUS HEALTH RESEARCHERS STRATEGY	
Goals	Measures
Inspire and support Indigenous community members to undertake postgraduate and HDR study at UQ	<p>Development of a specific strategy in partnership with community organisations, the ATSIS Unit and two health faculties to facilitate staff from community organisations undertaking postgraduate and HDR study at UQ</p> <p>Development of a 'HDR Pathways Program' to support Indigenous health practitioners, students and early career researchers who are considering HDR study</p> <p>Increased number of Indigenous students enrolled in UQ programs from Indigenous community organisations</p>
Inspire and support Indigenous undergraduate health students to undertake postgraduate study at UQ	<p>In partnership with the ATSIS Unit and the two health faculties, development of a tailored engagement and support program for current Indigenous students studying health programs at UQ</p> <p>Increased number of Indigenous undergraduate students going on to postgraduate study</p>
Foster the next generation of Indigenous health research leaders through providing training and mentorship	<p>Development of a formal mentorship program specifically for HDR students and early-career researchers</p> <p>Development of the Yarning for Success PLUS program to support new Indigenous HDR students and early-career researchers across HaBS</p> <p>Bi-monthly staff-student networking events hosted</p> <p>Increased participation by HDR students and early-career researchers in community activities</p>
Conduct a national search to explore existing programs/initiatives and identify opportunities to collaborate or leverage	Increased participation in initiatives/programs and partnerships that maximise efforts by the Centre (e.g. SparkEd at TRI)

Health Workforce Training Strategy

We acknowledge that educating and training a skilled and culturally safe health workforce is critical to achieving health equality for Aboriginal and Torres Strait Islander peoples. A key focus over the last five years has been on increasing UQ students' exposure to working in Indigenous health. In partnership with IUIH, the UQ Poche Centre has grown the number of UQ student clinical and project placements to over 360 a year across 18 discipline areas.

Our Health Workforce Training Strategy sees the Centre transitioning to play an advisory and facilitative role, supporting the PVC(IE), ATSI Unit and two health faculties to ensure that UQ staff, students and graduates are better trained to work in Indigenous health. This includes contributing to UQ-wide and local strategies through the sharing of knowledge and facilitation of opportunities for students and staff to engage with Indigenous community organisations.

OUR HEALTH WORKFORCE TRAINING STRATEGY	
Goals	Measures
Support UQ to ensure staff are providing a culturally safe learning environment	Increased number of staff (across UQ's two health faculties) completing cultural competency training module
Support staff in the UQ Faculties of Medicine and Health and Behavioural Sciences to ensure health graduates are better trained to work in Indigenous health	Increased number of guest lectures from Indigenous healthcare professionals and health researchers Increased numbers of health students undertaking clinical and project Indigenous primary health care and hospital placements Support provided for faculties in implementing health curricula incorporating Indigenous knowledge, culture and practices

Staffing Strategy

Our Staffing Strategy underpins the other four strategic objectives that have been developed to recruit and retain high-performing academic and professional staff required for the Centre to deliver on the 2020–2024 Strategic Plan.

Firstly, the Centre will recruit top-tier Indigenous and non-Indigenous health researchers and academics who will improve the quality, quantum and impact of the Centres research outputs.

Secondly, top performing professional staff will be recruited to support the academic and strategic direction of the Centre.

Finally, the Centre will nurture Indigenous HDR students and create pathways and linkages to a career in research.



Timeline for execution of the Strategic Plan

The 2020–2024 Strategic Plan sees the Poche Centre for Indigenous health taking a national leadership role in Indigenous health research both in urban settings, in partnership with UIH, and in regional and remote Australia through a transdisciplinary research network across the national sector. Furthermore, the emphasis over the next five years is on the delivery of tangible, translatable outcomes that can be applied to urban, regional and remote locations nationally and internationally.

2020

Recruitment of academic and professional staff to deliver on Strategic Plan

Roadshow the 2020–2024 Strategic Plan to communicate re-focused structure direction of the UQ Poche Centre

Further develop core strategies and develop and action accompanying implementation plans

Expansion of external partnerships from two (UIH and Mater) to at least five (execute MoUs with QAIHC, Inala Indigenous Health Service and Inala Wangarra)

2021–2023

Build research portfolio and outputs of the Centre

Build national and international academic profile of the Centre

Build a trustworthy and respected reputation with the local urban Indigenous community

Grow the number of student placements in Indigenous health

Expand partnerships to include additional Queensland Health hospitals

Build alliances amongst partners to deliver on cross-organisational research goals

Mid-term review of the Centre in 2023 to ensure it is on track to deliver strategic objectives and goals

2024

UQ Poche Centre recognised as a national and international leader in Indigenous health research that is translated into tangible improvements in the health-related quality of life of Aboriginal and Torres Strait Islander peoples in urban and other regions of Australia and internationally



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