

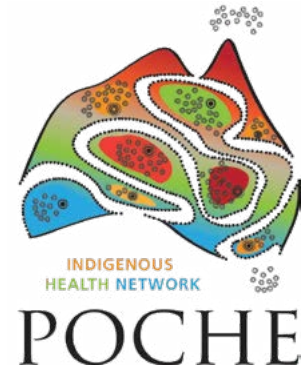
UQ Poche Centre for Indigenous Health

2020-2024 Strategic Plan



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 (UIIH), 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, on improving health outcomes for Aboriginal and Torres Strait Islander people. With a mandate to respond to challenges in urban Indigenous health, the Centre undertakes and facilitates a broad range of transdisciplinary research activities targeted at improving health outcomes.

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

Vision

Provide national leadership in urban Indigenous health research and research workforce development to close the gap in life expectancy and achieve health equality for Aboriginal and Torres Strait Islander peoples.

Mission

To become a leading urban Indigenous health research centre in Australia that creates impact through:

- engaging in research with community organisations and health providers that addresses gaps and challenges identified by urban Indigenous communities
- building the capacity and capability of the Australian Indigenous health research community.

“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, capacity building and ways of doing things. The Centre is committed to becoming a national centre of excellence in urban Indigenous health. Our aims are to improve health outcomes for Indigenous peoples living in urban regions (defined here as capital cities and suburbs), through the conduct of impactful research, enhanced student exposure and experiences in Indigenous health, and by creating a next generation of Indigenous research leaders. This will

require building upon and strengthening our existing partnerships, particularly with the UIIH as well as creating new partnerships and collaborations locally and nationally. This will effect 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 the national leading research centre in urban Indigenous health. 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 closing the gap in life expectancy between Indigenous and non-Indigenous people. 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 closing the gap in health morbidity and mortality between Indigenous and non-Indigenous people in urban settings: this research will be prioritised focused on the life-course and meet 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 for Indigenous people to become Indigenous health research leaders, particularly through participation in and completion of higher degrees by research	Indigenous Health Researchers Strategy
Support the two 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 2018-2021

The UQ Poche Centre for Indigenous Health contributes to all three of UQ's long-term objectives:

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 urban 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.

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 urban 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 priorities identified by our foundational partner the Institute for Urban Indigenous Health across the life course:

- Maternal and child health (Mums and Bubs)
- Young people and adolescents (Healthy Transition to Adulthood)
- Adults and older people (Healthy Living, Healthy Ageing).

The broad research theme of urban Indigenous health research 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	<ul style="list-style-type: none"> Undertake a review of the role and strategic value of affiliate and adjunct appointments Growth in PhD students studying health-related subjects Growth in HDR transitioning to postdoctoral positions within UQ
To be recognised as a leading urban Indigenous health research centre in Australia	<ul style="list-style-type: none"> Secure funding to drive research in urban Indigenous health Growth in research outputs e.g. peer-reviewed publications, systematic reviews, translation 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
<ul style="list-style-type: none"> Promote and increase research that addresses gaps and challenges identified by the urban Indigenous health community Co-design and implement evidence-based research into practice with community partners 	<ul style="list-style-type: none"> Increased submissions of joint grant applications Growth in facilitated collaborations between UQ researchers and Indigenous healthcare providers Develop a bi-monthly Indigenous health research seminar series
<ul style="list-style-type: none"> Develop a pipeline of undergraduate and HDR students engaged in Poche Centre research projects Increase engagement between Poche Centre staff and students 	<ul style="list-style-type: none"> 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 urban Indigenous health

Community Engagement Strategy

To set the Centre up for success, a clear understanding of our purpose and strategic goals by internal and external stakeholders, including those who have been consulted in the development of this 2020–2024 Strategic Plan, is paramount. Furthermore, meaningful community engagement and mutually beneficial partnerships are instrumental in (1) identifying the gaps and challenges in urban 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 its relationship with the UIH across its research and workforce development activities, while expanding its community reach, through the establishment of formal partnerships with other urban 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 UQ Poche Centre as a national leading research centre in the urban Indigenous health	<p>Increased representation in local community and government activities</p> <p>Increased advocacy and media presence due to reputation as key opinion leader in urban Indigenous health research</p> <p>Increased number of community members participating in Poche Centre research projects</p> <p>Disseminate opportunities, activities and achievements through the development of a bi-monthly Centre</p> <p>Deliver at least two public engagement events a year</p>
Understand the local and national landscape to ensure the Centre's endeavours are adding value and leveraging opportunities, infrastructure, knowledge and existing datasets	<p>Increased research and workforce development collaborations</p> <p>Increased utilisation of existing knowledge and datasets</p>
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 FoM, HaBS, 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	<ul style="list-style-type: none"> 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 Increased number of Indigenous students enrolled in UQ programs from Indigenous community organisations
Inspire and support Indigenous undergraduate health students to undertake postgraduate study at UQ	<ul style="list-style-type: none"> 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 Increased number of Indigenous undergraduate students going on to postgraduate study
Foster the next generation of Indigenous health research leaders through providing training and mentorship	<ul style="list-style-type: none"> Development of a formal mentorship program specifically for HDR students and early-career researchers Bi-monthly staff-student networking events hosted Increased participation by HDR students and early-career researchers in community activities
Conduct a national search to explore existing programs/initiatives and identify opportunities to collaborate or leverage	<ul style="list-style-type: none"> 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 UIH, 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 UQ Poche 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 FoM and HaBS) completing cultural competency training module
Support FoM and HaBS staff to ensure health graduates are better trained to work in Indigenous health	<p>Increased number of guest lectures from Indigenous healthcare professionals and health researchers</p> <p>Increased numbers of health students undertaking clinical and project Indigenous primary health care and hospital placements</p> <p>Support provided for faculties in implementing health curricula incorporating Indigenous knowledge, culture and practices</p>

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 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 urban Indigenous health research in partnership with UIH and 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 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 QH hospitals

Mid-term review of the Centre at Year 3 to ensure it is on track to deliver strategic objectives and goals

2024

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



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