

National Ageing Research Institute

Strategic Plan 2008 - 2010

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NARI STRATEGIC PLAN – 2008-2010

Chairman's introduction

On behalf of the board I am pleased to present the National Ageing Research Institute's Strategic Plan, 2008-2011. This plan is an important milestone for NARI as it marks a new phase in its long history. NARI has come a long way since its establishment in 1977 and subsequently gaining independent status in 1994. This plan encapsulates the future directions for the institute, identifying new priorities whilst recognising current strengths and expertise. Professor Ames brings a new approach and vision to NARI and with a capable and respected team of researchers aims to ensure that NARI remains at the forefront of research into ageing in Australia.

The Board has identified five key strategic themes to underpin this plan and against which progress can be measured. These are: research output; promotion and funding; education and training; best practice governance and organisational effectiveness.

Our future success will also be linked to effective collaborations and partnerships enabling us to embrace opportunities and build our capacity to address key ageing priorities. Our location and affiliations with universities, other research institutions and health services gives us a strong foundation for future research and development. Our key aim is to address the challenges which will emerge through the growth of an ageing population in the next 30 years. We aim to ensure that this expanding population group achieve the best possible level of health and well being to enable them to fully participate in all aspects of life.

On behalf of the Board I am pleased to commend this plan to you as a framework for our future strategic vision.

Hon Michael MacKellar
August 2008



Director - Future Perspective

The National Ageing Research Institute (NARI) has a proud 31 year history of research into a broad range of ageing issues, training of researchers and teaching of graduates and undergraduates. As Australia ages and its citizens aged 65 and over approach one quarter of the total population it is vital that NARI builds upon its existing strengths to make a major contribution to diminishing the impact of disease and disability upon the quality of life of our oldest citizens. To this end, after wide consultation involving key NARI staff, the NARI professoriate and the NARI Board of Directors this strategic plan has been developed to guide NARI's development over the next 3 years.

Professor David Ames

Vision

To be a centre of excellence in Australia for research into ageing and improving the life and health of older people.

Aims

NARI aims to achieve this by:

1. Conducting research into all aspects of ageing including, but not limited to, the cause, prevention and cure of disease, and the relief of sickness and suffering, associated with ageing;
2. Conducting and promoting research and inquiry into the provision and effectiveness of public and preventive health services, clinical care, and technologies provided to the aged;
3. Conducting and promoting research into the health status and health needs of older people;
4. Developing the highest academic standards of study and practice in medicine and allied health as it relates to older people;
5. Participating in the provision of clinical and preventive health services for the aged;
6. Providing and promoting education on ageing by the expansion, advancement and dissemination of knowledge concerning all aspects of ageing.

Guiding Values

NARI is committed to:

- Integrity of the research process and data
- Teaching informed by the results of research
- Ensuring that our knowledge is readily transferred and accessible to the industry workforce, education sector and the community
- Research and practice underpinned by the highest ethical standards
- Respect for people in their diversity
- Good clinical and corporate governance



Population ageing

According to the Australian Bureau of Statistics the ageing of Australia's population, already evident in the current age structure, will continue. This is the result of sustained low levels of fertility combined with increasing life expectancy at birth.

The age composition of Australia's population is projected to change considerably as a result of population ageing. By 2051 there will be a much greater proportion of people aged 65 years and over than in 2004. In 2004 people aged 65 years and over made up 13% of Australia's population. This proportion is projected to increase to between 26% and 28% in 2051 and to between 27% and 31% in 2101.

There were just under 300,000 people aged 85 years and over in Australia in 2004, making up 1.5% of the population. This group is projected to grow, to 2%–3% by 2021, to 6%–8% by 2051, and to 7%–10% by 2101. The societal and economic implications of this changing population structure are significant ageing population are significant in terms of Australia's future. NARI's research is an integral part of informing a national response.

NARI

Initially known as the National Research Institute of Gerontology and Geriatric Medicine, the Institute has been actively contributing to ageing research since being formed in 1977. The name change to the National Ageing Research Institute (NARI) occurred in June 1994 when it became an independent not for profit research institute and affiliated with Melbourne Health and the University of Melbourne.

NARI has undergone a strategic transition in the last two years with the closure of biomedical research programs and the expansion of research into public and preventive clinical health issues.

To remain robust and viable, NARI needs to grow both through internal development and expansion as well as through strategic partnering and forming alliances with compatible organisations. NARI is currently co-located with Melbourne Health on the Royal Park site in Parkville, Victoria. The buildings and physical environment require substantial capital investment to bring them up to a suitable professional level. Options for relocation have been canvassed however these options depend upon developments which are outside our control and would require longer term planning beyond the next three to five years. Potential options for eventual rehousing or relocation will be explored in the next three years. At this time they are not seen as an immediate imperative or driving force. With appropriate refurbishment existing NARI buildings could accommodate 30-50 % growth.

The challenges posed by an ageing population are yet to be adequately addressed however NARI is well positioned as a foremost researcher in the



field of ageing research to work with governments and other funding bodies to develop a research agenda to match the growing needs.

In the coming years NARI will continue to seek opportunities to collaborate with other organisations to expand the capacity for innovative research and to develop a more assertive approach to fundraising and marketing/media outputs.

As at May 2008 The Institute employs over 45 full-time and part-time staff and has formal affiliations with the University of Melbourne and Melbourne Health.



Strategic Themes and objectives: 1st July 2008 - 30th June 2010

Theme 1: Growing Research

- i.** That NARI is recognised as a leading researcher in the field of ageing and wellness particularly in the areas of clinical, public and preventive health.
- ii.** That NARI expands its research agenda to include new areas of research related to ageing which are of strategic importance such as dementia.

Theme 2: Promotion and funding

- iii.** That NARI increase awareness in the community/government and media re ageing issues and NARI profile.
- iv.** That NARI grows by 20% between July 2008 - December 2010.

Theme 3: Education and knowledge transfer

- v.** That NARI is recognised as a leading provider of education, knowledge transfer and training by students and industry in areas relating to ageing research.
- vi.** That NARI increases public education and advocacy activities relating to ageing research and policy.
- vii.** That NARI research activity increase NARI research visibility through peer reviewed articles in leading academic journals.

Theme 4: Best Practice Governance

- viii.** That there is appropriate representation and consultation in governance and research.

Theme 5: Organisational effectiveness

- ix.** That we have systems, policies and infrastructure in place to support the aspirations and efficient functioning of the organisation.
- x.** That NARI is housed in a comfortable attractive and professional environment accessible to older people and located within a health or academic precinct.



Strategic Theme 1: Growing Research

Key objectives	ACTION	When
<p>(i) That NARI is recognised as a leading researcher in the field of ageing and wellness particularly in the areas of clinical, public and preventive health</p> <p>(ii) That NARI expands its research agenda to include new areas of research related to ageing which are of strategic importance such as dementia</p>	<ol style="list-style-type: none"> 1. Review of research areas and consolidation of research themes. 2. NARI led submissions to NHMRC and other funding bodies e.g. ARC. 3. New areas of research eg Elder abuse pilot project, Indigenous health, depression, technology, CALD emphasis. 4. Increase internal cross divisional opportunities for research. 5. Clinical trials re established. 6. Regular Meetings with DHS Continuing Care and Aged Care. 7. Project development and meetings with potential research and project partners and collaborators. 8. Increasing national research focus -Contact with other states and Commonwealth. 9. To develop new areas of research through appointment of NARI fellows. 10. Investigate opportunities for growth and/or alliances under AAG, IAGG, ILC and strategic partnerships with groups such as COTA Vic etc. 	<p>Yr 1 Yr 2</p> <p>2 x pa Ongoing Yr 2</p> <p>Ongoing Ongoing</p> <p>Ongoing Yr 1 Ongoing</p>

Key Performance Indicators:	
Documentation	Numbers of PhD students
Total grant funding obtained	Clinical trials
Number of publications	Co-ordinated approach to research proposals and applications
Number of new partners and collaborations	Improved database of research and milestones

Strategic Theme 2: Promotion and Funding

Key Objectives	ACTION	When
<p>(i) Increase awareness in the community/government and media re ageing issues and NARI profile.</p> <p>(ii) That NARI grows by 20% between July 2008 - December 2010.</p>	<ol style="list-style-type: none"> 1. Review website and ensure access to research. 2. Fundraising –establish dedicated fund raising activities. 3. Meet with State and Commonwealth ministers. 4. Develop overall promotional strategy inclusive of media, marketing etc. 5. Increased Media access and exposure – press releases, good news stories etc. 6. Board to appoint a “Patron” for NARI. 7. Ensure NARI representation at policy level. 8. Increase NARI brand awareness. 9. Ensuring presence at conferences events and expos relevant to ageing issues. 	<p>Yr 1 Yr 1 Yr 1-2 Yr 1-2 Yr 1-2 Yr 1 Yr 1-3 Yr 1-3 Ongoing</p>

<p>Key Performance Indicators:</p> <p>Web site access Feedback on website Non grant funds raised Number of media contacts/occurrences Fundraising advisor and committee appointed Media exposure</p> <p>Patron appointment Demand for newsletters and other information Numbers of new high level strategic contacts</p>

Strategic Theme 3: Education and Knowledge Transfer

Key strategies	ACTION	When
<p>(i) That NARI is recognised as a leading provider of education and training by students and industry in areas relating to ageing research.</p> <p>(ii) Increase NARI's public education and advocacy relating to ageing research and policy.</p> <p>(iii) That NARI research activity, peer reviewed articles and successful grant output increases by 25%.</p>	<ol style="list-style-type: none"> 1. Formalize alliances with Academic and training authorities. 2. Scoping project re professional development for aged care staff. 3. Investigate registered training organisation status. 4. NARI Seminar (Biennial). 5. Increase PhD and other students at NARI. 6. Presentations and input into significant national and international conferences etc. 7. Showcase existing work on dementia / depression. 8. Establish a training program for 2009. 9. Increase initiatives for student scholarships and prizes. 10. Increase the levels of publications in peer reviewed journals. 11. Evaluate Monday seminar program. 	<p>Yr 1-2 Yr 1-2 Yr 1 Yr 1&3 Yr 1-3 Yr 1-3 Yr 1-3 Yr 1 Yr 1 Yr 2-3 Yr 1-2</p>

<p>Key Performance Indicators: Number of PhD students Publications Attendance numbers and feedback from seminars Number of conference presentations Requests for teaching/learning places Training program in place</p>	<p>Feedback from students re quality of experience COTA/over 50s/NARI collaboration in place Completion of PhD rates Numbers of staff requests to peer review articles</p>
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Theme 4: Best Practice Governance

Key strategies	ACTION	When
That there is appropriate representation and consultation in governance and within the research agenda	<ol style="list-style-type: none"> 1. Review board structure and membership. 2. That Board is adequately trained and resourced in good governance. 3. Establishment of Board review processes. 4. Review/formalize or clarify relationships/alliances with partner and other major stakeholders. 5. Risk management agenda adopted. 	<p>Yr 1 Yr 1-3 Yr 2 Yr 1-2</p>

Key Performance Indicators:

Board review conducted
 Establishment of policy framework for NARI
 Clinical governance procedures in place
 Board development/training in place
 Charter revised

Risk monitoring and accountability processes in place

Theme 5: Organizational Effectiveness

Key strategies	ACTION	When
<p>That we have systems, policies and infrastructure in place to support the aspirations and efficient functioning of the organisation.</p> <p>That NARI is housed in a comfortable attractive and professional environment accessible to older people and located within a health or academic precinct.</p>	<ol style="list-style-type: none"> 1. Revise HR policies and procedures. 2. Develop and implement organisational policy and procedures. 3. Continue to improve financial systems and reporting. 4. Improve organisational infrastructure e.g. staff amenities. 5. Develop and improve structure and staffing within corporate services. 6. Develop and improve ICT systems. 	<p>Yr 1 Yr1-3 Yr 2 Yr 1-2 Yr 1 Yr 1</p>
<p>Key Performance Indicators: Formal agreement with MH finalized Positive staff surveys Relocation of reception Meeting of compliance and reporting obligations</p> <p style="text-align: right;">Decommissioning and refurbishing buildings Archives and other storage issues addressed</p>		

Acronyms	Full name
AAG	Australian Association of Gerontology
AAMRI	Association of Australian Medical Research Institutes
AIBL	Australian Imaging, Biomarkers and Lifestyle
AIR	Association of Independent Retirees (A.I.R.) Limited
ARC	Australian Research Council
ASGM	Australian Society Geriatric Medicine
ASMR	The Australian Society for Medical Research
AUPOA	Academic Unit of Psychiatry of Old Age
CALD	Culturally and Linguistically Diverse
CCRE	Centre Clinical Research Excellence
COAG	Council of Australian Governments
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DGP	Division of General Practice
DHS	Department of Human Services
DIIRD	Department of Innovation, Industry and Regional Development (Vic)
DITR	Department of Industry Tourism and Resources (Commonwealth)
DoHA	Department of Health and Ageing
DVA	Department of Veterans' Affairs
EBRAC	Evidence Based Residential Aged Care
FDMHS (Melbourne University)	Faculty of Dental Medicine and Health Sciences
GPV	General Practice Victoria
HRGV	Huntington Research Group Victoria
IAGG	International Association Gerontology & Geriatrics
ICARUSS	I ntegrated CA re to ReDU ce S econdary St roke
MU	The University of Melbourne
MH	Melbourne Health
MHRI	Mental Health Research Institute
MOU	Memorandums of understanding
MPM/MPSYCHIATRY	Master of Psychological Medicine/Master of Psychiatry
NARI	National Ageing Research Institute
NHMRC	National Health and Medical Research Council
OATS	Older Australian Twins Study
RANZCP	Royal Australian and New Zealand College of Psychiatrist

RPC	Royal Park Campus of The Royal Melbourne Hospital
SOP	Standard operating procedure
VHIA	Victorian Hospitals' Industrial Association
VMIA	Victorian Managed Insurance Authority

