



FIJI NATIONAL
UNIVERSITY

10 ANNIVERSARY
CELEBRATING
10 YEARS
2010-2020

COLLEGE OF MEDICINE, NURSING AND HEALTH SCIENCES

Fiji Institute of Pacific Health Research

STRATEGIC PLAN **2020 - 2025**

TABLE OF CONTENTS

FOREWORD FROM THE DEAN	4
FIJI INSTITUTE OF PACIFIC HEALTH RESEARCH (FIPHR) STRATEGIC PLAN 2020-2025	6
Background	6
Our Vision	6
Our Mission	6
Our Values	6
STRATEGIC RESEARCH THEMES	8
Theme 1: Non-Communicable Diseases (NCDs), Food and Nutrition Security & Post-modernism	9
Theme 2: Communicable Diseases (CDs), Mobile Populations and the Environment	9
Theme 3: Reproductive Maternal, Neonatal Child & Adolescent Health (RMNCAH), Sexuality and Vulnerable Populations	10
Theme 4: Mental Health (MH), Recreational Drugs, Suicide, Alcohol and Stigma	11
Theme 5: Climate Change, Environmental and Global Health	11
Theme 6: Health Systems, Poverty, Private and Public Partnerships & Governance	11
Theme 7: Injuries and Disability, Rehabilitation, Oral and Occupational Health	12
Theme 8: Social Behaviour Indigenous Health, Spirituality and Alternative Medicines	13
Theme 9: Medical Education	13
Theme 10: Climate Change and Health Research	13
SUMMARY OF PRIORITY AREAS	14
MONITORING & EVALUATION	15
ANNUAL, MID-TERM & SUMMATIVE REVIEWS	16
Strategic Area 1 High Quality Research Environment	16
Strategic Area 2 Research Dissemination and Translation	17
Strategic Area 3 Research Capacity Development	18
Strategic Area 4 Governance and Resourcing of FIPHR	19
INSTITUTIONAL ACTIVITIES AND OUTPUTS BY STRATEGIC AREA	20
STRATEGIC RISKS AND MITIGATION	50
STRATEGIC PLAN IMPLEMENTATION	52

FOREWORD FROM THE DEAN



Over the years, the College of Medicine, Nursing and Health Sciences has benefitted largely from channeled funding through our external research collaborators and partner agencies. However, we are very conscious that, too often, the agenda has never been ours.

To respond to this, our recently restructured and endorsed integrated virtual research institute – the Fiji Institute of Pacific Health Research (FIPHR), has been designed to support and ensure that our College’s research grows substantially, and more importantly, to align our research activities so that these are relevant and responsive to the needs of governments in the region and Pacific island countries as a whole. Under the guidance of our newly appointed Associate Dean Research, Associate Professor Dr. Donald Wilson, the ambition of the Institute is strategic action in 4 prioritised areas to support Fiji and our neighbouring Pacific Island countries in sustainably developing healthier communities by focusing on knowledge creation, exchange, integration and application through research, as well as innovation and research capacity needed to address health and wellness, and inform the region’s health outcomes in the future.

In line with the ambition of the Institute, we have also developed a comprehensive Research Strategic Plan for 2020-2025 which will guide its overall direction and activities over the next five years. It is an exciting season for our College as we depart in a planned way from our previous business-as-usual research activities, from which we have learned so much and through which achieved so much. It is also a significant milestone for the College: a time for innovative changes. We are already seeing momentum building for change in the endorsement of the Institute’s new structure. The changes that we see are very encouraging, notwithstanding the challenges that we also continue to see.

Strategic Planning for Research at CMNHS is not merely a tick-box exercise. Instead, it represents the opportunity for staff and students to build and strengthen their research capacity, to further their higher education and training and to increase their engagement in ground-breaking, impactful and ethical health research in the Pacific islands region, generating evidence to address health and wellness and inform the region’s present and future health outcomes. It is also an opportunity for the College as a whole to increase its involvement in carrying out health research which is in the national interest and to work closely with stakeholders across the region to better understand the region’s research needs in key areas of health. CMNHS has an extremely important role to play in the development of health research for Fiji and the Pacific Islands given its historical beginnings as the Fiji School of Medicine which was originally established in 1885. It has been educating Health Care Professionals across the region since its establishment and continues to provide training in most health science disciplines including medicine, dentistry, pharmacy, physiotherapy, radiography, laboratory technology, public health, health services management, dietetics and environmental health.

The development of Strategic Plan 2020-2025 has been collaborative, consultative and has drawn on the myriad of strengths and experiences of CMNHS’s staff, students and stakeholders. To create this five-year plan, extensive consultations were held and numerous one-to-one meetings were convened with stakeholders. This was followed by brainstorming and discussions about the most efficient and inclusive ways to accomplish the College’s strategic goals for research. This Strategic Plan has been drafted and re-drafted a number of times, with consultation, discussion and enhancements carried out in each instance. The end result is a detailed guide for the College’s research operations, comprising Strategic Priorities, initiatives and the outcomes that have been determined necessary to deliver results in each of those key areas. CMNHS is proud to present this Strategic Plan for its newly endorsed Fiji Institute of Pacific Health Research. This Plan sets the stage for further expansion, greater research and innovation achievements, while positioning the College for a more prominent role as a national and regional advisor and resource point on key health development challenges.

This plan sets out the College’s intention to produce graduates and research that embraces and supports a unified vision of health in the Pacific islands in light of the special geographical, social, economic and health features specific to island nations and territories. We have developed indicators where CMNHS’s performance will be measured to ensure that there are demonstrable returns on the investments made towards the Strategic Plan and the College as a whole and that expectations to deliver on our core business of doing both teaching and research are being met.

We invite you to interrogate closely this Strategic Plan 2020-2025 and use it as a means to engage meaningfully with our College and Research Institute. FIPHR looks forward to the cooperation of all interested parties in the implementation of this Strategic Plan, which is a step forward in achieving our common objective as stated in the vision statement of Healthy Islands in the Pacific, imposing on us the responsibility to work diligently and innovatively to fulfil the heightened expectations and aspirations of the Healthy Islands vision.

Vinaka Vakalevu.

DR WILLIAM MAY

Dean - College of Medicine Nursing and Health Sciences
Fiji National University

FIJI INSTITUTE OF PACIFIC HEALTH RESEARCH (FIPHR) STRATEGIC PLAN 2020-2025

BACKGROUND

The Fiji Institute of Pacific Health Research (FIPHR) is an integrated virtual research institute of the College of Medicine, Nursing and Health Sciences (CMNHS) at the Fiji National University in Suva, Fiji.

FIPHR has an overall vision of supporting Pacific Island countries in developing healthier communities by focusing on knowledge creation, exchange, integration and application through research as well as innovation and research capacity needed to address their communicable disease, obesity and NCD crises, address sexual health issues, promote, restore and/or maintain population health and well-being and reduce their inequalities in health.

OUR VISION

To be a model of excellence in ground-breaking, impactful and ethical health research in the Pacific islands region, generating evidence to address health and wellness and inform the region's health outcomes in the future.

OUR MISSION

To plan, conduct, teach, support, facilitate health research and disseminate findings which generate relevant and timely evidence-based health information, policies and programme, protocols and guidelines and best practices for current and future development of College staff and students, national Pacific island governments, regional institutions and communities and other like-minded partners.

OUR VALUES

- Accountability
- Accuracy and timelines
- Empowering research partnerships
- Ethical conduct
- Evidenced-based progress
- Robust research driven by need

FIPHR is comprised of five Research Centres (RCs), a Research Training and Repository Unit, and an administration arm. The five RCs include the Pacific Research Centre for the Prevention of Obesity and NCDs (C-POND), Pacific Sexual Reproductive and Health Research Centre (PACS-RH), Centre for Health Information, Policies & Systems Research (CHIPSR), Communicable Diseases Research Centre (CDRC) and a Research Centre for other health challenges prioritised by FIPHR that do not

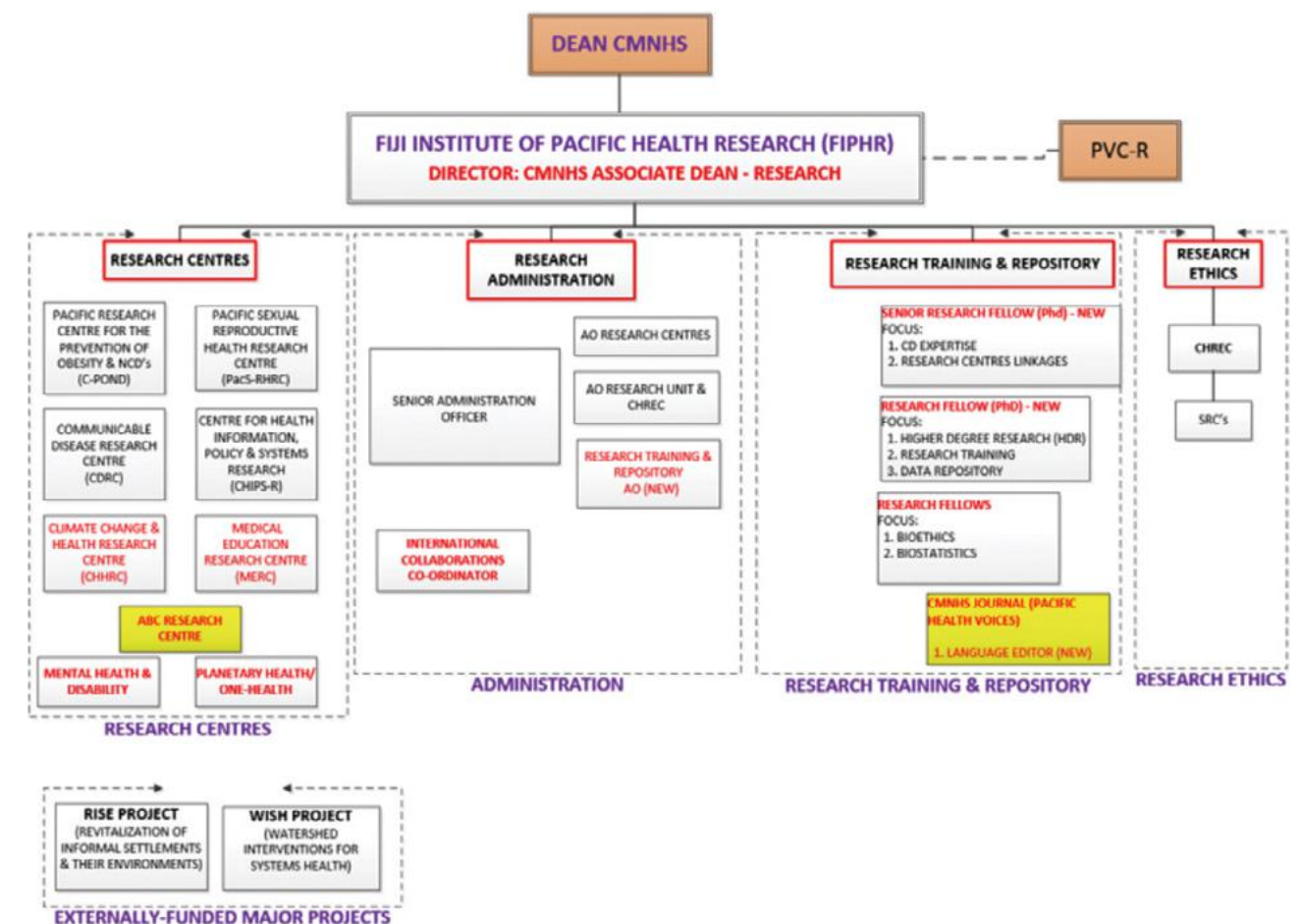
fall under one of these Centres. There are also plans to establish a Centre for Research in Medical Education, Climate Change and Health Research Centre; the Mental Health and Disability; Planetary Health/ One Health that falls under the category of any other Research (ABC Research Centre) - see structure.

Its overall objectives are to:

- Raise the performance of FIPHR's research activities
- Better align research with PICTs health research policies by fully implementing the nine (9) strategic research themes
- Build research capacity for students (Undergraduate and Higher Degree Research (HDR) students)
- Increase research active staff in the College priority areas
- Conduct other research-related activities which further the aims of FIPHR.

To support and ensure that CMNHS research grows substantially, FIPHR will develop comprehensive strategies and plans aligned to Strategic Core Area 2 of the CMNHS 2018-2020 Strategic Plan and the University's seven major cluster areas¹¹. In line with the vision statement and above objectives, FIPHR has developed its Strategic Plan (SP 2020-2025) which will guide its overall direction and activities over the next five years.

The Fiji Institute of Pacific Health Research (FIPHR) 2020 – Organisational Structure



¹¹ Seven major cluster areas include Human Health and Wellbeing; Ocean and Islands Environment; Indigenous Knowledge Systems; Community, Social and Economic Sustainability; Land, Food and Bio Security; Cultural and Artistic Enhancement, and Climate Change Adaptation and Mitigation.

STRATEGIC RESEARCH THEMES

Through the Pacific Roadmap for Sustainable Development (PRSD), Pacific Island Leaders have made the commitment to the full implementation of the 2030 Agenda and Sustainable Development Goals, overseeing a development agenda that will improve the lives and living conditions of people within the region. The region's sustainable development story includes the cross-cutting issues of health including reproductive maternal and newborn child and adolescent health, health security, non-communicable diseases (NCD), communicable diseases (CD), human resources for health, the Healthy Islands monitoring framework, as well as universal health coverage (UHC) and primary health care.

Taking into consideration the core role of the College of Medicine, Nursing and Health Sciences (CMNHS), as the premier medical tertiary institution in Fiji and the South Pacific region and given the constantly emerging and re-emerging health threats and challenges, FIPHR has identified 10 strategic research themes chosen through a consultative process as strategic priorities for FIPHR. These include:

1. **Non-Communicable Diseases (NCDs), Food and Nutrition Security & Post-modernism;**
2. **Communicable Diseases (CDs), Mobile Populations and the Environment;**
3. **Reproductive Maternal Neonatal Child & Adolescent Health (RMNCAH) , Sexuality and Vulnerable Populations;**
4. **Mental Health (MH), Recreational Drugs, Suicide, Alcohol and Stigma;**
5. **Climate Change, Environmental and Global Health;**
6. **Health Systems, Policy, Economics, Inequality, Poverty, Private and Public Partnerships & Governance;**
7. **Injuries and Disability, Rehabilitation, Oral and Occupational Health;**
8. **Social Behaviour, Indigenous Health, Spirituality and Alternative Medicines;**
9. **Medical Education; and,**
10. **Climate Change and Health Research**

The thematic areas address pressing public health challenges and are based on strategic comparative advantages, such as existing strengths within the five Schools of the College, our academic reach into the Pacific islands, our strength elsewhere at the Fiji National University, and our potential to contribute to research and make positive impacts on the health of populations in Fiji and our neighboring Pacific Island countries. Each strategic research theme has the potential to engage all Schools within the College and build new bridges across departments and Fiji National University schools and colleges and affiliated research institutions, technical agencies, civil society organisations and community-based organisations. Growth in these areas will include each part of FIPHR's Mission: planning, conducting, teaching, supporting and facilitating health research; disseminating findings which generate relevant and timely evidence-based health information, policies and programme, protocols and guidelines and best practices – for current and future development of College staff and students, national Pacific island governments, regional institutions and communities and other like-minded partners. Addressing these strategic thematic areas will require a phased approach, including

resourcing. Successful implementation will be carried out through consultation and collaboration across the College, the FNU campus, and with research stakeholders and community partners. Finally, this strategic plan is cognizant of and is aligned with Fiji's 5 and 20 years National Development Plan (NDP) 2017 – 2021, the Healthy Islands Approach and Monitoring Framework (2015 - 2017) as well as the United Nation's Sustainable Development Goals (SDGs), 2015 to 2030.

THEME 1 Non-Communicable Diseases (NCDs), Food and Nutrition Security & Post-modernism

This theme represents one of the most critical health focuses for Fiji and other PICTs of the moment. The impacts of Non-Communicable Diseases (NCDs) have ravaged most adult populations and have begun to affect the youngest populations for all countries in the region. NCDs, food and nutrition security and the impacts of post-modernism on health and especially its potential to address the themes through the use of digital technology, the internet and access to research and information are highlighted for redress in Fiji's NDP² 3.1.4 and 3.1.6 and the Sustainable Development Goals (SDGs) 2, 3, 9 and 12.³ Since its inception in 2009, NCD research undertaken at C-POND has largely focused on food policy processes, obesity and food systems, sodium reduction intervention assessments, food taxation assessments and nutrition security research. To a smaller extent, C-POND has also been engaged in institutional context assessments for NCD Prevention and Control, evaluation of interventions such as the Diabetic Foot Care Programme, trade and health studies and mental health gap evaluation studies. The scope of research will now be widened to focus on the development of primary care models for NCD management, to undertake more operational research and health systems research, to explore the role of complementary and alternative medicines in tackling NCDs, NCDs and gender recognizing the importance of women's contribution to society in both their productive and reproductive roles and assessing the impact of the burden of NCDs borne by women as principal caregivers, and an increased focus on childhood obesity surveillance and research. Food and nutrition security has evolved significantly and is a critical area cutting across the life course of a population in ensuring that all individuals have reliable access to sufficient quantities of affordable, nutritious food to lead a healthy life. The scope will particularly focus on micro-nutrient deficiencies and will be widened to focus on food and nutrition security issues encompassed under non-communicable diseases (NCD) with links to other areas reflected in Strategic Research Theme 4, These 7 and Theme 8. The effects of post-modernism highlighted in this plan refers to mass production of food and beverage using biogenetics, our age of digitization as well as the processes and impacts of urbanization in Fiji and the rest of the Pacific islands.

THEME 2 Communicable Diseases (CDs), Mobile Populations and the Environment

This theme focuses on targets 3.3 and 3.b of Goal 3 and Goal 6. Target 3.3 aims to end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases. Target 3.b is to support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, and in particular provide access to medicines for all. Goal 6 is to ensure the availability and sustainable management of water and sanitation for all. Within FIPHR's newly endorsed structure, plans to setup

² Fiji's National 5 & 20 Years Development Plan 3.1.4 - Food and Nutrition Security; 3.1.6 – Health and Medical Services,

³ Goal 2 is to end hunger, achieve food security and improved nutrition and promote sustainable agriculture; Goal 3 is to ensure healthy lives and promote well-being for all at all ages; Goal 9 is to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation (research); Goal 12 is Ensure sustainable consumption and production patterns.

a Communicable Disease Research Centre are underway with the aim to conduct more research focusing on the prevention of Leptospirosis, Typhoid and Dengue Fever in Fiji and the region as well as the re-emergence of diseases such as tuberculosis. There is a need to understand better whether these diseases are endemic across the region and with the vaccines available to monitor the prevalence of these diseases. For vaccine preventable diseases, people's understanding of vaccines and why they are not taking up vaccination needs to be explored further as well to understand better the re-emergence of some of these infectious diseases in countries around the region. There is scope as well to focus on the HIV and Syphilis burden in Fiji and the burden of Hepatitis which is still very prevalent in the region, and to undertake antimicrobial resistance research. In terms of the move towards digitization, there is also scope to explore further the use of diagnostic technologies such as Gene Xpert machines which are currently available in most countries in the region for tuberculosis diagnosis and to explore the use of these machines for antimicrobial resistance tests. There is scope for exploring these new modalities and other molecular technologies to diagnose infectious diseases. Mobile populations within the region move for various reasons including for medical treatment, poverty, urbanisation and the impacts of climate change. Health needs and access to adequate health services for these vulnerable populations have been under-researched despite the call for Universal Access to Health (UAH). Mobile populations are noted to add stress to existing health services further weakening those systems. There is scope to conduct studies and design relevant policies and health messaging on the health and wellness status of mobile populations.

THEME 3 Reproductive Maternal, Neonatal Child & Adolescent Health (RMNCAH), Sexuality and Vulnerable Populations

This theme focuses on targets 2.2 and 2.3 of Goal 2, target 3.7 of Goal 3 and Goal 5. Targets 2.2 and 2.3 emphasise access to healthy foods particularly with vulnerable populations, including infants. Target 3.7 under Goal 3 is to ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes. Goal 5 is to achieve gender equality and empower all women and girls and under target 5.6., it calls for universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences. Studies related to HIV/STI risky behaviours; HIV, sexuality and transgender including other vulnerable and most at risk populations in the region have been conducted by the Pacific Sexual Reproductive and Health Research Centre (PacS-RHRC). Current research work at the PacS-RHRC critically examines sexual violence in Fiji, the barriers to accessing SRH services during natural and man-made disasters in rural communities and the perceptions and lived experiences of repeat patients of STIs. The scope will be widened to include research on intimate partner violence and violence against women and children, family planning, safe motherhood (antenatal, prenatal & postnatal) issues & practices, sexual practices of men, women and youths in the Pacific, access and barriers to condoms and other contraceptive uptake, sexual and reproductive health, rights, practices and the law and a critical examination of health care workers as SRH service providers. The current public health approach of addressing vulnerable population needs in addressing diseases brings into focus other socio-economic factors which determine uptake and access to health services, and levels of health and wellness. Those factors include poverty, ethnicity, gender, inequality, class and locality to name a few. The work of the Centre for Health Information, Policy & Systems Research (CHIPS-R) as well as that of PacS-RHRC is FIPHR's response to the needs of vulnerable populations. There is scope to do much more in this area for Fiji and the Pacific in this strategic plan period.

THEME 4 Mental Health (MH), Recreational Drugs, Suicide, Alcohol and Stigma

This theme focuses on Goal 3 - particularly target 3.4 to promote mental health and well-being and target 3.5 to strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol. The scope will focus on investigating drug use in Fiji and the region and it will be widened to critically evaluate policies which influence the levels and patterns of substance use, abuse and related harm, and to evaluate and undertake more evidence-based research focusing on interventions at the health care system level towards the restoration of health in affected individuals. Stigma may be associated with ill health especially those linked with diseases and infections, specific geographical locations, ethnicity, class and sexual and reproductive health. Stigma is seen as a key factor influencing health seeking behaviour and general behaviour change. Mental health, use and abuse of recreational drugs and alcohol, and suicide are closely linked with stigma borne from shame, fear of the unknown and other internalised emotions. The Pacific Sexual & Reproductive Health Research Centre (PacS-RHRC) has worked on establishing the stigma index of People Living with HIV (PLHIV) and AIDS in Fiji and the region and has established very high levels of stigma for HIV positive individuals, their families and communities. Stigma then poses as a barrier to achievement of health and wellness and needs to be studied to inform targeted and effective health and wellness messaging for the people of Fiji and the region.

THEME 5 Climate Change, Environmental and Global Health

This theme focuses on target 1.5 of Goal 1, target 2.4 of Goal 2 and Goal 13. Target 1.5 focuses on building the resilience of the poor and those in vulnerable situations to reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters. Target 2.4 aims to ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters that progressively improve land and soil quality. Goal 13 is to take urgent action to combat climate change and its impacts. Given the impacts of climate change on food security, communicable and non-communicable diseases and mental health issues, there will be scope to undertake more research focused on food health systems strengthening and surveillance systems strengthening to monitor the impacts and emergence of climate-change related threats impacting food security, the emergence and re-emergence of communicable and non-communicable diseases and mental health issues related to climate-related extreme events.

THEME 6: Health Systems, Poverty, Private and Public Partnerships & Governance

This theme focuses on SDGs 1 (Poverty) and 3 (Health), especially on target 3.8 of Goal 3 to achieve universal health coverage (UHC), including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all. Under this theme, the potential for private and public partnerships (PPP) will be scrutinized further to inform health policies and potential programs. Good governance is critical in strengthening health systems in the Pacific. Studies related to UHC in the region will also assist in establishing good governance practices around the region. There is scope to improve referral processes and develop capacity to manage health systems across the region. There is also scope to invigorate the One Health vision across the region. As a starting point, FIPHR aims to conduct a survey to see how informed people are about the One Health approach.

THEME 7 Injuries and Disability, Rehabilitation, Oral and Occupational Health

The injuries and disability theme focuses on target 4.a of Goal 4 and Goal 11. Target 4.a focuses on building and upgrading education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all. Goal 11 is to make cities and human settlements inclusive, safe, resilient and sustainable with target 11.2 and 11.7 referring to the provision of access to safe, affordable, accessible and sustainable transport systems and green and public spaces for all, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons. Throughout the region, persons with disabilities remain marginalised. There is scope to conduct research on:

- i) greater regional initiatives that explore access to services and access to products that are CRPD compliant (i.e. compatible to the UN Convention on the Rights of Persons with Disabilities);
- ii) to critically examine the role of community-based workers conducting research in communities and whether they go through disability-specific sensitization workshops or sessions to increase their knowledge about disability-related issues and behavioral changes with respect to those with a disability;
- iii) to explore further how collaboration can be improved between Ministries of Health in the region and key stakeholders and organisations to increase the capacity of rehabilitation professionals including speech therapists and orthopedic specialists; and
- iv) to undertake a critical examination of the access to services of persons with disabilities as different disabilities require different devices and there is a need to determine how accessible the current infrastructure and health services are within the region's government health systems for persons with disabilities.

On the topic of costing of centralised procurement systems, a huge gap remains in studies that interrogate what government systems in the region have in terms of the procurement of disability products noting that different disability types require different disability devices and there is scope to do further work in this area also.

In terms of Occupational Health, the focus of safeguarding working conditions in the region has largely concentrated on occupational safety. There needs to be more determined efforts in ensuring that the implementation of OHS standards in the work place constitutes all - safety, health and wellness. A huge gap also exists in the knowledge and understanding of occupational diseases in the work place and there is scope to educate the working population on what occupational diseases are. There is also scope to review courses within the College to ensure that occupational diseases are included to educate students accordingly.

In terms of Oral Health, there is scope to conduct studies on oral health and diabetes, HIV and diabetes, oral cancers, dental caries in children and periodontal (gum) diseases and their prevention as well as integrating medical and oral care to improve general health as well as establishing access to dental care for our vulnerable populations.

THEME 8 Social Behaviour Indigenous Health, Spirituality and Alternative Medicines

This theme focuses on Goal 3 and 10⁴ are to ensure healthy lives and promote well-being for all at all ages. There is scope for research in this area given environmental impacts of climate change, rising poverty levels, the increase in NCDs, the presence of antibiotic resistant bacteria and other diseases and infections which are peculiar to the tropics and especially the indigenous populations of the Pacific Island Countries and Territories (PICTs). Health-seeking behaviour in the region is generally poor as communities prefer to initially seek traditional medicines and spiritual healing than to consult health professionals and access the mostly-free and subsidized formal health system in each of our countries. The discovery by pharmaceuticals of potential HIV and AIDS cure from traditional medicines and healing practices in Samoa, warrants closer scrutiny of the efficacy of traditional herbal medicines of the PICTs. The traditional herbal medicines and healing practices of the Pacific islands are closely linked with their indigeneity, spirituality and norms and values which directly affect their health and wellbeing. For the region, the ideologies of pain, indigenous health, spirituality, alternative medicines and healing practices become critical starting points for health research on the social determinants of health especially health seeking behaviours.

THEME 9 Medical Education

This theme focuses on SDG Goals 3 and especially⁵ and caters for the interests of those academics in the College who critique teaching methodologies and approaches for medical students and who are also interested in conducting research to improve the quality of medical and health education and its outcomes. This is a novel research area in the College where studies have been designed to enquire about the appropriateness and effectiveness of certain teaching techniques for clinical-based learning coupled with internships over others. Assessment methods and their rationale for use have also been questioned. Within this theme, there is scope for the College and FIPHR to conduct studies to inform best practices in teaching students using the latest digital technologies, including imaging, animation, audio and visual mediums while reaching out to the remotest parts of the region, supervising students, and especially conducting demonstration classes in real time.

THEME 10 Climate Change and Health Research

Climate change, like other human-induced large-scale environmental changes, poses risks to ecosystems, their life-support functions and, therefore, human health. The College and FIPHR will work on key research areas to identify effects of climate change on human health.

There is scope for epidemiologists in FIPHR to work collaboratively and interdisciplinary with climatologists and ecologists to conduct research by:

- i) Gathering a diversity of information including incidence data to combat Infectious diseases
- ii) Standardising health impact assessment procedures whilst conducting national assessments for availability of accurate information at the local level which could then rolled out to the region
- iii) Monitoring climate change impacts on human health by strengthening surveillance systems to provide useful data on climate-sensitive diseases in order to meet current needs

⁴ Goal 10 is to reduce inequality within and amongst countries

⁵ Goal 4 is to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

There are 4 key priority areas in this strategic plan with their key strategic actions as follows:

STRATEGIC AREA 1 ► HIGH QUALITY RESEARCH ENVIRONMENT

- 1.1 Review & align research to seven strategic themes and ensure that these continue to be relevant and responsive to the needs of the region
- 1.2 Create an environment that is conducive to high quality research
- 1.3 Increase quality of research at CMNHS
- 1.4 Coordinate and facilitate the College Health Research Ethics Committee and review research proposals from staff and students for ethical soundness and scientific validity
- 1.5 High Degree by Research (HDR). Develop and implement HDR formal training programmes

STRATEGIC AREA 2 ► RESEARCH DISSEMINATION & TRANSLATION

- 2.1 Promote CMNHS research profile and active collaboration regionally and to make accessible research undertaken at the CMNHS
- 2.2 Disseminate research findings widely in the region
- 2.3 Support the use of research findings into policy and practice for the region

STRATEGIC AREA 3 ► RESEARCH CAPACITY DEVELOPMENT

- 3.1 Provide research related support, mentoring and training relevant to research priority areas (across the schools) or in line with research project needs and regional needs
- 3.2 Identify emerging postgraduate and early career researchers in the college's (FIPHR) research priority areas
- 3.3 Increase number of research active staff and postgraduate students
- 3.4 Provide guest lectures across CMNHS or at workshops
- 3.5 Capacity building activities for postgraduate students, early career researchers and academic staff of CMNHS
- 3.6 Ensure that research is accurately and appropriately interpreted
- 3.7 Build the capacity of FIPHR staff across the five research centers, research and repository unit and administration arm

STRATEGIC AREA 4 ► GOVERNANCE AND RESOURCING OF FIPHR

- 4.1 Reference Groups will continue to support and provide guidance to Centres
- 4.2 Proactively seek external research income with the support of the CMNHS and University Research Office
- 4.3 Engage in research projects with international partners and collaborators
- 4.4 Engage with URC and Office of the Pro Vice-Chancellor Research to develop and improve research governance mechanisms at FNU
- 4.5 Continue to have key positions core funded to allow it to provide relevant support to CMNHS staff and students and other stakeholders in the region
- 4.6 Effectively track the implementation of this Strategic plan

The successful implementation of this strategic plan largely depends on the periodic monitoring of our planned activities and the adoption of lessons learnt from it as we journey across the timeframe of 2020 – 2025. Therefore, each of the strategic core areas including its objectives and activities will be monitored and evaluated through sets of key performance indices during the strategic plan period. Monitoring activities within this plan will be facilitated by the College Research Unit working in collaboration with the Research Centers and the five (5) Schools of the College. Schools through their School Research Committees (SRCs) will be expected to provide quarterly implementation reports to the College's Associate Dean Research (ADR) and the Dean.

The evaluation activities will include empirical and narrative (success and impact stories) reports as evidence of progress. The results gathered from monitoring and evaluation of our plan will also provide evidence to inform the FIPHR of its next steps forward in its planning and programming.

ANNUAL, MID-TERM & SUMMATIVE REVIEWS

There will be three evaluation points of the implementation of this plan;

- i) First half of the plan period in June, 2022 (mid-term review).
- ii) At the end of the plan period in January, 2025 (summative evaluation).
- iii) Both review reports will be used to inform best practices as well as the next steps forward in the development of the next 5-years FIPHR strategic plan.

STRATEGIC AREA 1 ► HIGH QUALITY RESEARCH ENVIRONMENT

Objective: To build the Institute's capacity for interdisciplinary research and to better align research with the priorities of Fiji and the Pacific region.

Strategies:

- 1.1 Review and align research to seven strategic themes of FNU and ensure that these continue to be relevant and responsive to the needs of the region
- 1.2 Create an environment that is conducive to high quality research
- 1.3 Increase quality research at CMNHS
- 1.4 Coordinate and facilitate the College Health Research Ethics Committee and review research proposals from staff and students for ethical soundness and scientific validity
- 1.5 High Degree by Research (HDR). Develop and implement HDR formal training programmes.

Key Targets:

- Review of Research Portfolio completed annually
- Research Policy & Plan 2020
- Communicable Diseases Research Centre and ABC Research Centre to be operational by 2021
- Postgraduate Hub by 2023
- Podcast operationalized by 2020

- Increase in the number of research active staff by 2025
- Postgraduate Supervision Policy and Procedures developed by 2020
- Research Mentor and Supervisor Accreditation Scheme (Policy and Procedures) established by 2021
- Automation of CHREC Review process by 2021
- Reviewer pool established by 2020
- HDR programmes established by 2020

Key Performance Indicators:

- Student retention
- Staff and student participation in research
- Number of active research collaborations at inter-school/college level
- Increase in computers for postgraduate research by 25%
- Proportion of staff holding research grants
- Number of full-time research active staff positions (Senior Research Fellow, Research Fellow)
- Language Editor appointed in Research Training and Repository Unit

- Increase by 80% of its publications being edited for language by 2025
- Student and early career researcher support, including library and information services
- Learning and Resources, including software and site/lab licenses
- Number of HDR aligned programmes.
- Number of HDR students enrolled and continue in HDR programmes.



Launch of the FoodSwitch App in Fiji by His Excellency, the President of Fiji, Major Ret'd Jioji Konrote, with the College Dean, The George Institute (TGI) for Global Health Australia, Staff of FIPHR and School of Public Health & Primary Care. 31st October, 2019

STRATEGIC AREA 2 ► RESEARCH DISSEMINATION & TRANSLATION

Objective: To effectively disseminate research results and outcomes.

Strategies:

- 2.1 Promote CMNHS research profile and active collaboration regionally and to make accessible research undertaken at the CMNHS
- 2.2 Disseminate research findings widely in the region
- 2.3 Support the use of research findings into policy and practice for the region

Key Targets:

- Online research repository developed and activated by 2021
- Establishment of the Journal of the College of Medicine, Nursing and Health Sciences, FNU by 2021
- Pacific Islands Health Research Symposium held annually

- At least 3 PICT health research policies are reviewed by FIPHR each year
- At least 2 existing courses internally reviewed each year

Key Performance Indicators:

- Quality of courses
- Number of national health policies in the region informed by FIPHR research
- Number of policy briefs derived from FIPHR research

Research outputs

- Biometric data on publications
- International peer esteem (measured by impact factor/ranking)

STRATEGIC AREA 3 ► RESEARCH CAPACITY DEVELOPMENT

Objective: To raise the level of quality, quantity, accessibility, impact and sustainability of the Institute's research programmes.

Strategies:

- 3.1 Provide research related support, mentoring and training relevant to research priority areas (across the schools) or in line with research project needs and regional needs
- 3.2 Identify emerging postgraduate and early career researchers in the college's (FIPHR) research priority areas
- 3.3 Increase number of research active staff and postgraduate students
- 3.4 Provide guest lectures across CMNHS or at workshops
- 3.5 Capacity building activities for postgraduate students, early career researchers and academic staff of CMNHS
- 3.6 Ensure that research is accurately and appropriately interpreted
- 3.7 Build the capacity of FIPHR staff across the five research centers, research and repository unit and administration arm

Key Targets:

- Essential generic research skills seminars for early career and postgraduate researchers developed by 2020
- Co-design of concept and plan of a full-spectrum research training and mentorship program with the Royal Australian College of Physicians (RACP) by 2020
- Development of a Postgraduate research handbook by 2020
- Guest lectures delivered increase by 25% by 2025
- Design industry placement program and an effective evaluation instrument for placement annually
- Conduct 1 clinical research workshop for MMED students in Semester 1 every year
- Exchange schemes for FIPHR staff established by 2023

Key Performance Indicators:

- Early experience including orientation
- Postgraduate student completion rates
- Student and early career researcher progression to the next level of study
- Time to completion rates
- Increase the number of staff supervising research students by 25% each year by 2025
- Increase the number of students publishing their Masters and PhD research by 10% each year by 2025
- Number of industry placements secured
- Number of research proposals written and submitted for research and ethics approvals and funding and number and value of research projects resulting
- Number of research articles translated to published journal articles
- Number of staff exchanges

STRATEGIC AREA 4 ► GOVERNANCE AND RESOURCING OF FIPHR

Objective: To strengthen FIPHR's governance through a range of strategies and its processes of planning and review, monitoring and evaluation and risk management.

Strategies:

- 4.1 Reference Groups will continue to support and provide guidance to Centers
- 4.2 Proactively seek external research income with the support of the CMNHS and University Research Office
- 4.3 Engage in research projects with international partners and collaborators
- 4.4 Engage with URC and Office of the Pro-Vice Chancellor Research to develop and improve research governance mechanisms at FNU
- 4.5 Continue to have key positions core funded to allow it to provide relevant support to CMNHS staff and students and other stakeholders in the region
- 4.6 Effectively track the implementation of this Strategic Plan

Key Targets:

- Negotiate with donors and corporate organisations for postgraduate scholarship funding
- Increase external research income by X% each year by 2025
- Review of research governance, structures and roles by 2020
- Risk Management Plan developed by 2021

Key Performance Indicators:

- Core positions established and maintained
- Roles, responsibilities and good practice principles for research governance established
- Number of academic experts engaged to be part of external partners reviewing proposals for research & ethics, short-term training as part of sabbatical and other arrangements, support of publication of staff and student work etc.

Research funding

- Internal research funding
- External research income

International research collaboration

- Number of active strategic international research partnerships
- Number of regional research partnerships

INSTITUTIONAL ACTIVITIES AND OUTPUTS BY STRATEGIC AREA

STRATEGIC AREA 1 ► HIGH QUALITY RESEARCH ENVIRONMENT

Strategy	Activity	Indicator
1.1 Review & align research to seven strategic themes of FNU and ensure that these continue to be relevant and responsive to the needs of the region	1.1.1 To map existing research in each of the five schools and research centres	College report on research priorities per year
	1.1.2 Inter-disciplinary (school, RCs) workshop to map research related gaps & prioritise these actions	At least 1 college-wide mapping exercise workshop
	1.1.3 Develop inter-school/ inter-college research collaborations aligned to the region's needs via the strategic research themes of CMNHS and seven cluster areas of FNU	Number of research collaborations and outputs arising out of these which are aligned to CMNHS strategic research themes and seven FNU research cluster areas
1.2 Create an environment that is conducive to high quality research	1.2.1 Develop & expand research infrastructure to facilitate research development	Number of meetings to discuss processes and documentation for centres establishment; human resource needs, office space and funding
		Number of computers for postgraduate research use

Output (Short-term)	Output (Long-term)	Timeframe	Additional Req. Budget (FJ\$)
1 mapping exercise workshop conducted & 1 college report produced	Mapping exercises are done in collaboration with Professors and Assoc. Professors in schools	Annually	\$125,000
At least 10% of research undertaken at CMNHS are inter-school/college collaborations and address CMNHS strategic areas per year	At least 20% of CMNHS school/college collaborations in research address the needs of the region and recommendations from the research inform regional and or national planning documents, programs, treatment protocols or guidelines or policies in the 5 years planning period		\$100,000
Office spaces identified and prepared; Office set-up is completed; Budget lines and funding for Centres identified;	The Communicable Disease Research Centre and ABC Research Centre are established and operationalised	2021 onwards	\$500,000
Key position descriptions & TORs developed for both Centres;	N.B. Nursing & Midwifery have plans to establish a Research Centre too.		
Positions advertised & recruited.			
Increase in computers for postgraduate research by 25%	Establishment of a Postgraduate Hub	2021 onwards	\$30,000

Strategy	Activity	Indicator
1.3 Increase quality of research at CMNHS	1.2.2 Provide access to software site/lab licenses	Number of applications for software and site/lab licenses sent and meetings held.
	1.2.3 Collate podcasts that report on trends and new information on health concerns in both FIPHR and the College priority areas and the University's seven cluster areas	Number of informative and compelling podcasts updated via RU link on CMNHS website
	1.3.1 Create research active staff positions to assist and provide support to academic staff & student publication outputs	Number of meetings to discuss position descriptions, TORs and contracts; Number of PRFs raised for these positions on HR recruitment system.
		Number of meetings to discuss position description, TORs and contract; PRF raised for this position on HR recruitment system

Output (Short-term)	Output (Long-term)	Timeframe	Additional Req. Budget (FJ\$)
Subscribe to software site/lab licenses for staff and student use (e.g. Endnote, SPSS, NVivo, SBGrid, R., etc.)	At least 20% of research staff are using licensed software At least 5 studies using those software licenses are completed in a year	2020 onwards	\$40,000
Information from podcasts generates 2 research FIPHR proposal meetings and informs at least 2 research proposals per year	Information from podcasts generates 3 research FIPHR proposal meetings and informs at least 3 research proposals per year	Ongoing	\$10,000
Senior Research Fellow appointed in Research Training & Repository Unit Research Fellow appointed in Research Training & Repository Unit Research assistance and support offered to at least 5 staff and 10 students towards publications per academic year	CMNHS to record an increase of at least 20% of publications in Q1 journals to year 2025 CMNHS to record an increase of 30% of its publications being viewed or cited by others to year 2025	2020 onwards	\$350,000
Language Editor appointed in Research Training & Repository Unit At least 8 staff submit their research proposals, and or abstracts, and or reports, or draft journal articles for language edition to Language editor per year	CMNHS to record an increase of 80% of its publications being edited for language by 2025	2021 onwards	\$250,000

Strategy	Activity	Indicator
	1.3.2 Conduct academic staff training in research, mentoring and academic writing and supervision of researchers	<p>Number of trainings conducted</p> <p>Number of staff supervising student and staff research</p> <p>Number of staff attending training for the first time and for repeats/ refresher</p>
	1.3.3 Reward high achieving staff researchers (Organise in conjunction with the VC's Office)	Number of research outputs by staff including publications, conference proceedings, internal & external research grants, collaborations & consultancies
	1.3.4 Provide support to academic staff to assist their students in publishing their research findings	Develop processes for research publication in line with global best practice including criteria to address authorship issues (first, second, last and corresponding authors)
	1.3.5 Develop an internal staff Research Fellowship program for staff research attachment with FIPHR	<p>Meeting minutes discussing staff fellowship program;</p> <p>Number of endorsements for staff fellowship program;</p> <p>TOR and SOP of staff research fellowship program is developed;</p>

Output (Short-term)	Output (Long-term)	Timeframe	Additional Req. Budget (FJ\$)
<p>At least 5% of academic staff are trained in research, mentoring, academic writing and supervision per year</p> <p>1 research supervision workshop per year</p> <p>Improved supervision capability of staff and institute an internal accreditation scheme</p> <p>Identify experienced publishing academics and nominate them as research mentors. Develop a listing of research mentors</p>	At least 10% of academic staff are trained in research, mentoring, academic writing and supervision per year	2020 onwards	\$50,000
At least 5 staff are rewarded each year for commendable research activities	High impact FIPHR and College research informing national policies, protocols and guidelines, programs and best practice	Ongoing	\$50,000
<p>At least 2 writing workshop per year</p> <p>Running of journal clubs</p>	<p>Have at least 2 workshops per year</p> <p>Award \$2500/HDR student supervision</p> <p>Award \$500/UG student research supervision</p>	2020 onwards	\$75,000
<p>Number of Expressions of Interest and enrollments of CMNHS staff in Fellowship programme</p> <p>TOR and SOP developed for Programme</p>	<p>At least 5% of College staff have benefited from the fellowship programme by developing 2 additional research skills</p> <p>At least 1 journal article is published by a Fellow per semester from this programme</p>	2020 and onwards	\$25,000

Strategy	Activity	Indicator
1.4 Coordinate and facilitate the College Health Research Ethics Committee and review research proposals from staff and students for ethical soundness and scientific validity	1.4.1 Facilitate the CHREC review process	Develop a CHREC review procedure guideline with information on the number of proposals a reviewer should be doing (consider low and high risk research proposals) and the ethics review process Number of requests acted on (proposal submissions & endorsements through CHREC) All proposals received and reviewed in a timely manner CHREC membership reviewed every 2 to 3 years
	1.4.2 Automate CHREC administration and review process	Develop online Research Ethics Review system and also explore use of Moodle
	1.4.3 Build an external 'reviewer' pool of experts using existing and new networks and Reference Group members of Research Centers	Develop a database of reviewers
	1.4.4 Build capacity of Institute/CMNHS staff to actively contribute to the CHREC review process	In-house capacity building undertaken
	1.4.5 Create Special Interest Groups (SIGs) for academics within the College (who are not in the Institute structure) to contribute to progressing research and SRC updates presented at the monthly CHREC meetings.	Staff voluntary recruitment into SIGs TORs for SIGs created Meetings of SIGs held Research proposals written

Output (Short-term)	Output (Long-term)	Timeframe	Additional Req. Budget (FJ\$)
1 Ethics Review Guideline as part of the current SOP developed All proposals submitted to CHREC per year be processed	Scope of CHREC is expanded to include FNU human research FNU human research proposals be submitted to CHREC for review	Ongoing	\$18,000
CHREC research portal established and operationalised	Online Research Ethics Review system be operationalised by 2021	2019-2021	\$15,000
Reviewer pool established	Reviewer pool updated annually	2019-2020	\$4000
At least 2 ongoing training of CHREC members on proposal reviews done per semester 4 workshops annually 25% of all Master holders undergo training	4 workshops annually 100% of Master holders to undergo training	Every year	\$4000
Number of SIGs created; Number of proposals and studies influenced by SIG ideas and support submitted for CHREC approval	At least 20% of CMNHS academic and support staff are supported in their research through SIGs	2020 onwards	\$5,000

Strategy	Activity	Indicator
	1.4.6 Work with the Office of the PVC-R to train reviewers across the University on Ethics (Reviewing process and developing ethics committees for other disciplines)	Develop a fee structure for these trainings Number of trainings for reviewers conducted
	1.4.7 Pacific Regional Capacity Building in Human Research Ethics	Number of capacity building trainings conducted per year
1.5 Higher Degree by Research	1.5.1 Develop and implement HDR formal training programmes.	Number of HDR programmes approved at University levels. (Masters and PHD by Research). Number of full-time and part-time students enrolled and completing HDR programmes. Number of supervisors doing HDR Supervisors' training Number of Scholarships offered.
	1.5.2 Development of a HDR Committee in CMNHS.	Membership and TOR developed; Total number of meetings held; Total number of actions and recommendations actioned and adopted respectively; Total number of HDR research proposals vetted

Output (Short-term)	Output (Long-term)	Timeframe	Additional Req. Budget (FJ\$)
Formalise this plan with PVC-R office Ethics training workshop with Colleges	2 Ethics Review Workshops per College annually	2020 onwards	\$5,000
Concept paper developed Interest expressed by countries	Assist national institutions in the development of their ethics committees	Ongoing	\$60,000
HDR Core Programmes are approved by 2020 At least 2% of total students enrolled are for HDR Masters and PhD programmes At least 1% of all CMNHS academic staff are trained for HDR supervision At least 2 scholarships are offered per year for HDR	At least 2 Masters and 1 PhD students have successfully completed HDR programmes at CMNHS At least 2 trained CMNHS staff have successfully supervised HDR students to completion of thesis	2020 and onwards	\$200,000
HDR student, supervision staff recruitment, academic processes and completion clearly defined and recorded; HDR handbook developed and used by staff and students At least 5% of proposals submitted to CHREC are HDR research proposals	50% Membership of HDR Committee representative of content and research experts from each School in the college; Total number of HDR scholarships obtained through HDR Committee involvement	2020 and onwards	\$20,000

STRATEGIC AREA 2 ► RESEARCH DISSEMINATION & TRANSLATION

Strategy	Activity	Indicator
2.1 Promote CMNHS research profile and active collaboration regionally and to make accessible research undertaken at the CMNHS	2.1.1 Create an online research repository to enhance visibility of CMNHS outputs and to store all data sets securely and in line with agreed protocol	Number of meetings to discuss technical, human resources, location and funding needs for repository Documentation processed for establishment of research repository developed and submitted for processing Identification for positions, TORs and contracts developed and advertised Funding for repository equipment, HR and office identified and availability
	2.1.2 Development of a College Journal to share research undertaken at CMNHS	Number of meetings, participants and decisions on development of College journal Processes for development and establishment of journal identified and followed through Funding source & budget line for College journal identified and accessed
2.2 Disseminate research findings widely in the region	2.2.1 Lead the development and delivery of communication plans for all research projects/ findings to health practitioners, policy makers and the public	Number of reports, presentations, media releases

Output (Short-term)	Output (Long-term)	Timeframe	Additional Req. Budget (FJ\$)
Trained Staff Position/s for Repository recruited ICT Templates, and processes for online repository completed Online repository is launched and becomes operational; Produce 'user manual' and 'protocol' for data depositing and extraction is launched and operational	College staff are depositing their research outputs and data sets on the repository as they are produced	2019-2021	\$200,000
Editorial Committee appointed Established 'Journal of the College of Medicine, Nursing & Health Sciences, FNU'	Launch of the Journal At least 5 student and staff articles are submitted for publication quarterly	2023 onwards	\$100,000
Communication plan developed at project initiation stage 75% delivery of communication plan for all projects/findings	100% delivery of communication plan for all projects/findings	Ongoing	

Strategy	Activity	Indicator
	2.2.2 Coordinate presentations within CMNHS regarding research findings. The PIHRS is to be used as a lead conference where research by staff and students are to be disseminated. Other forums that can be organised include Research Bytes and Talanoa lunches etc. (Fiji Medical Association – FMA)	Number of presentations undertaken for all research findings Organize Pacific Islands Health Research Symposium (PIHRS)
	2.2.3 Provide reports to relevant ethics committees	Reports provided as required
	2.2.4 Produce 2 editions of a FIPHR newsletter and an annual report per year and disseminate widely	Newsletter and Annual Report produced in a timely manner
	2.2.5 Develop and maintain user-friendly website (link to CMNHS) and social media presence which promotes FIPHR and its activities	Website and social pages are up to date and informative
2.3 Support the use of research findings into policy and practice for the region	2.3.1 Review PICTs health research policies and agenda and align with CMNHS and FIPHR priority areas	Number of reports and publications written addressing policy issues of national interest; Number of studies conducted to inform areas of health interest in the region; Number of studies done to inform current health practice and or, program and or policies

Output (Short-term)	Output (Long-term)	Timeframe	Additional Req. Budget (FJ\$)
At least 10% of presentations made are published	At least 20% of presentations made are published	Ongoing	\$25,000
Relevant staff and student research disseminated At least 2 new research partners identified and contacted after each PIHRS	At least 4 research presentations are selected for publication per PIHRS	Annual	\$250,000
All reports prepared in a timely manner	All reports provided well ahead of schedule	Ongoing	\$2,000
Newsletters produced bi-annually and annual report released in February of the new year	Newsletters produced quarterly and annual report released in January of the new year	Annual	\$5,000
Website up to date Number of followers on Facebook and Twitter	Number of visits on website increased	From March 2020	\$1,000
At least 1 national health policy of PICs is informed by FIPHR research At least 10% of research undertaken by CMNHS and FIPHR are related to policy issues of national interest At least 10% of college or FIPHR research is translated into policy and or practice and or a program/s	FIPHR findings and or, recommendations and or policy briefs inform at least 2 of: national and or regional health strategic planning, and or protocols and guidelines, and or programs and or best practice At least 20% of research undertaken by CMNHS and FIPHR are related to policy issues of national interest	Ongoing	\$105,000

Strategy	Activity	Indicator
	2.3.2 Work with national/ regional stakeholders on policy research and develop tailored policy briefing documents relating to research findings as appropriate	No of studies which include policy brief documents as an output or deliverable;
	2.3.3 Strengthen the translation of research outputs into teaching and curriculum development and ensure programmes continue to be relevant and responsive to the needs of the region The Learning and Teaching Symposium should be made compulsory for staff to participate in annually.	At least 1 new course is developed At least 2 existing courses internally reviewed and amended to include recent College & FIPHR research findings and recommendations into their curriculum

Output (Short-term)	Output (Long-term)	Timeframe	Additional Req. Budget (FJ\$)
<p>Research translated into policy briefing documents for policy makers and to be provided on request;</p> <p>No. of FIPHR policy brief documents translated into actual policies over time</p> <p>At least 10% of research undertaken by CMNHS and FIPHR are in collaboration with national/regional stakeholders</p>	<p>Health policy is informed by FIPHR research (evidence-based).</p> <p>At least 20% of research undertaken by CMNHS and FIPHR are in collaboration with national/regional stakeholders</p>	Ongoing	As above
<p>Ability to demonstrate curriculum changes as a result of research – amendment of programme by research and incorporating evidence-based information to new or existing courses</p> <p>Obtain international accreditation for all new/ amended courses and programmes</p> <p>Identify research report in the last five years which has significant teaching output and impact</p>	<p>Curriculum of College courses and programs are continually informed and improved by FIPHR and College research</p> <p>Compile, translate and disseminate research outputs to school learning & teaching</p> <p>Conduct research in challenging areas of teaching, e.g. PBL</p>	Ongoing	\$100,000

STRATEGIC AREA 3 ► RESEARCH CAPACITY DEVELOPMENT

Strategy	Activity	Indicator
3.1 Provide research related support, mentoring and training relevant to research priority areas (across the schools) or in line with research project needs and regional needs	3.1.1 Provide MANDATORY Research Orientation for incoming/new academic and research staff with focus on FNU's research strategy and how FIPHR can support staff in their research endeavors	<p>Number of orientations conducted</p> <p>Number of attendees</p> <p>Key staff from FIPHR including the Associate Dean Research, CMNHS and the Pro Vice-Chancellor Research will provide an overview of the research environment; strategy, expectations, and the support available in developing incoming/new staff's careers followed by a panel discussion by key senior research staff from FIPHR.</p>
	3.1.2 Provide MANDATORY Higher Degree Research (HDR) Welcome and Orientation to ensure smooth transition in postgraduate candidature	<p>Number of orientations conducted</p> <p>Number of student attendees</p> <p>A mandatory 1 week orientation for new or continuing HDR students covering various topics: Library support, resource support, supervisors role and expectations and how to manage expectations, writing workshop, literature review process, managing stress, student life (as a PhD and Masters student), proposal writing and support available, ethics process, protocols for data collection etc.</p>

Output (Short-term)	Output (Long-term)	Timeframe	Additional Req. Budget (FJ\$)
<p>Develop a yearly plan of orientation workshops to be conducted twice a year</p> <p>2 workshops conducted per year</p>	4 orientation workshops conducted on a quarterly basis	To be held in line with HDR Academic Calendar.	\$50,000
A one week mandatory orientation session held twice a year	A one week mandatory orientation session held four times a year (on a quarterly basis)	Ongoing (Throughout the HDR academic calendar)	\$100,000

Strategy	Activity	Indicator
	<p>3.1.3 Provide training and technical or mentoring support to assist staff, students and countries in the region with the appropriate design, analysis, interpretation and utilization of data.</p> <p>The Royal Australian College of Physicians (RACP) is providing assistance in the co-design concept of a full-spectrum methodologies strategic plan.</p>	<p>Number of research training workshops implemented with FIPHR support</p>
	<p>3.1.4 Provide research literacy and skills trainings including research supervisor trainings, grant writing workshops, policy brief trainings, quantitative and qualitative methodology workshops, referencing workshops etc. for staff, students and countries in the region</p>	<p>Number of trainings conducted</p> <p>The Research Unit will develop a fixed training/workshop package that will be conducted throughout the year. In addition to this, tailored trainings and workshops will be provided on request</p>
	<p>3.1.5 Provide tailored training as requested</p>	
	<p>3.1.6 Provide strong supervision to all students across the College including international students</p>	<p>Number of staff supervising student research</p> <p>Number of students that graduate</p>
	<p>3.1.7 Conduct trainings and provide support on Communicable Diseases research.</p>	<p>Number of laboratory- based research trainings conducted.</p> <p>Number of Communicable Diseases research training.</p>

Output (Short-term)	Output (Long-term)	Timeframe	Additional Req. Budget (FJ\$)
<p>Develop a yearly plan of workshops to be conducted and disseminate College wide</p> <p>Design of training activities and initiate mentorship programmes to improve completion rates</p> <p>1 workshop/month (10 months year) for each of the areas mentioned in 3.1.2</p>	<p>2 workshops per month and 1 special request workshop as outlined in 3.1.1 and 3.1.2</p>	<p>Ongoing</p>	<p>\$130,000</p>
		<p>Quarterly</p>	
<p>Increase staff supervising research students by 25%</p> <p>All students graduate</p>	<p>Increase staff supervising research students by 50%</p> <p>10% of students publish their research findings</p>	<p>Ongoing</p>	
<p>Conduct at least 2 laboratory based research projects annually</p>	<p>Conduct at least 4 laboratory based research projects annually</p>	<p>2022 onwards</p>	

Strategy	Activity	Indicator
	3.1.8 Engage consultants to conduct trainings on occupational injuries, diseases & disability	Number of trainings delivered and emerging/new research facilitated by CMNHS staff
3.2 Identify emerging postgraduate and early career researchers in the college's (FIPHR) research priority areas	3.2.1 Provide mentoring or capacity building as appropriate	Number of trainings delivered and number of emerging/new researchers identified
3.3 Increase number of research active staff and postgraduate students	3.3.1 Conduct academic staff and student training in research	Number of awareness & advocacy sessions per year Number of students and staff registered as research active per year Number of research proposals successfully submitted and approved for implementation and completion Number of high impact publications per quarter
3.4 Provide guest lectures across CMNHS or at workshops	3.4.1 Respond to requests received subject to staff availability	Number of requests received Number of guest lectures and participants attended Number of workshops and participants attended
3.5 Capacity building activities for postgraduate students, early career researchers and academic staff of CMNHS	3.5.1 Industry Placements to give students an opportunity to develop their practical and technical skills in a role directly relevant to their professional development.	Number of placements secured An effective evaluation instrument for placements is established. Consensus reached and clearly defined objectives that are aligned to all placement experiences.

Output (Short-term)	Output (Long-term)	Timeframe	Additional Req. Budget (FJ\$)
Conduct at least 2 trainings per year	Conduct at least 4 trainings per year		50,000
Mentorship programmes initiated Conduct at least 2 trainings per year	Conduct at least 4 trainings per year	Ongoing	Refer Line 3.1
50% of staff and students associated with the Centres publish outputs from their Masters and PhD research At least 10% of non-research active staff are active researchers	All (100%) of staff and students associated with the Centres publish outputs from their Masters and PhD research At least 20% of non-research active staff are active researchers	Ongoing	Refer line 3.1
Guest lectures delivered Workshops/events delivered increase by 25%	Guest lectures delivered Workshops/events delivered increase by 50%	Ongoing	\$17,500
Acquisition of generic skills integral to employability At least 50% of students graduating have had placement experience	100% of students graduating have had placement experience	Ongoing	\$15,000

Strategy	Activity	Indicator
	3.5.2 In collaboration with reference group partners and research partners, deliver targeted capacity building activities where FIPHR's expertise is particularly relevant	<p>Number of research proposals written and submitted for research and ethics approvals and funding</p> <p>Number of trainings on research methods, study designs, data collection, data analyses and report writing (1 ethics primers workshop and 1 research methods workshop per semester)</p> <p>Conduct 1 clinical research workshop for MMED students in semester 1 of every year</p> <p>Number and value of research projects resulting</p> <p>Number of research articles translated to journal articles and submitted for publication</p>
3.6 Ensure that research is accurately and appropriately interpreted	3.6.1 Ensure that all publications coming out from FIPHR are thoroughly reviewed and authorised prior to submission for publication	Number of draft publications submitted to FIPHR for edition and review
3.7 Build the capacity of FIPHR staff across the five research centers, research and repository unit and administration arm	3.7.1 To develop an exchange programme for FIPHR staff with relevant research institutions abroad in line with FIPHR's priority areas	<p>Development of MoUs and MoAs to formalise relations for exchange programmes where FIPHR covers staff travel expenses and continues to pay staff salary during the exchange. The host covers staff member's lodging and meals during the exchange.</p> <p>Identification and registration of relevant research institutions at FIPHR and College</p> <p>Documentation of processes and regulations, TORs, etc. for exchange program as well as processes and TOR for interested participants</p>

Output (Short-term)	Output (Long-term)	Timeframe	Additional Req. Budget (FJ\$)
<p>At least 5 trained participants write a research proposal and/or successfully submit proposals for research & ethics approvals and or funding and or write a report</p> <p>At least 2 trained participants submit a journal article for publication</p>	<p>At least 10 trained participants write a research proposal and/or successfully submit proposals for research & ethics approvals and or funding and or write a report</p> <p>At least 4 trained participants submit a journal article for publication</p>	Quarterly	Refer line 3.1
<p>Senior Research Fellow, Research Fellow and Language Editor to provide assistance as required</p> <p>At least 50% of all assisted requests are published</p>	100% of all assisted requests are published	2020 onwards	\$75,000
<p>Exchange programme established</p> <p>2 staff undergo exchange program annually</p>	4 staff undergo exchange program annually	2021 onwards	\$50,000

Strategy	Activity	Indicator
	3.7.2 To develop a scheme to pair FIPHR researchers with similar personnel at collaborating universities to provide support and guidance with career planning and development	Agreement in place as above
	3.7.3 To provide research proposal and grant writing training for FIPHR staff	Number of training workshops conducted Number of grant proposals submitted and the dollar value of successful grants
	3.7.4 Membership in professional bodies related to research. E.g Australian Association of Public Health.	Support provided for professional membership

Output (Short-term)	Output (Long-term)	Timeframe	Additional Req. Budget (FJ\$)
Exchange scheme established 2 staff undergo exchange program annually	4 staff undergo exchange program annually	2021 onwards	\$50,000
50% of all submitted grants successful	100% of all submitted grants successful	2020 onwards	See line 3.1
5% of staff are engaged as members annually	10% of staff are engaged as members annually	2021 onwards	\$100,000

STRATEGIC AREA 4 ► GOVERNANCE AND RESOURCING OF FIPHR

Strategy	Activity	Indicator
4.1 Reference Groups will continue to support and provide guidance to Centres	4.1.1 Teleconferences to be held and annual face to face consultations	Number of meetings, reference group minutes
4.2 Proactively seek external research income with the support of the CMNHS and University Research Office	4.2.1 Develop capacity of FIPHR staff to apply for research grant funding	Number of trainings conducted and number of grants secured
	4.2.2 Actively monitor potential research opportunities and plan accordingly	Develop plans in consultation with ADR and Reference Groups and update periodically
	4.2.3 Submit proposals to a variety of potential funding sources	Number of new proposals submitted (number granted and number declined)
4.3 Engage in research projects with international partners and collaborators	4.3.1 Explore new potential collaborations in line with research funding availability	Number of new collaborations Number and dollar value of research projects with partners and collaborators
4.4 Engage with URC and Office of the Pro Vice-Chancellor Research to develop and improve research governance mechanisms at FNU	4.4.1 Establish an effective process for monitoring, evaluating and enhancing the work of the URC and UPRC. Process to be conducted before 2020 and recommendations implemented	Number of research proposals submitted to URC Number of research proposals approved for funding by URC Number of URC meetings attended
	4.4.2 Self-evaluation of URC and UPRC performance, review of roles and responsibilities	Number of UPRC meetings attended
	4.4.3 Ongoing training for URC and UPRC members, secretariat staff and induction for new members	

Output (Short-term)	Output (Long-term)	Timeframe	Additional Req. Budget (FJ\$)
Number of new research proposals jointly submitted successfully by Ref. Groups & Centres by project value Number of EOIs jointly submitted successfully by Ref. Groups & Centres by project value	Number of research proposals and EOIs successfully submitted by each Centre	Ongoing	\$150,000
Plans for research funding submission in place Increase in internal and external research partnerships by 5%	Increased funding and scholarship by 10%	Ongoing Ongoing	\$30,000
Increase in joint internal and external research proposals for grants by 5%		Ongoing	Subject to funding
Increase URC submissions by 25% Increase URC approved proposals by 25% 75% attendance by CMNHS at all URC meetings 75% attendance by CMNHS at all UPRC meetings	Increase URC submissions by 50% Increase URC approved proposals by 25% 100% attendance by CMNHS at all URC meetings 100% attendance by CMNHS at all UPRC meetings	Ongoing	\$50,000

Strategy	Activity	Indicator
4.5 Continue to have key positions core funded to allow it to provide relevant support to CMNHS staff and students and other stakeholders in the region	4.5.1 Maintain current funding for core positions	Core positions maintained
	4.5.2 Source funding for core positions in proposed structure (Repository and Training Unit Admin Officer, Manager Admin (succession plan), SRF, RF and Language Editor)	Proposed positions filled and maintained
	4.5.3 Recruitment of HR to strengthen the College research	Number of academic experts engaged to be part of external partners reviewing proposals for research & ethics, short-term training as part of sabbatical and other arrangements, support for publication of staff and student work etc.
4.6 Effectively track the implementation of this Strategic plan	4.6.1 To launch and widely disseminate this Strategic plan	To hold a formal launch of this Strategic plan
	4.6.2 Monitor and review progress of research activities within FIPHR against this Strategic plan	Annual report produced documenting progress against the Strategic plan
	4.6.3 To pursue the relevant funding to allow the full implementation of this plan on schedule	Annual reports demonstrate activities
	4.6.4 To annually review the Strategic Plan implementation and revise as needed	Annual review

Output (Short-term)	Output (Long-term)	Timeframe	Additional Req. Budget (FJ\$)
75% of positions maintained	100% of positions maintained	Ongoing	Subject to funding
All positions filled	100% of positions maintained		
At least 2 academics engaged per year	At least 4 academics engaged per year		
At least 2 new research fellow positions created	At least 4 new research fellow positions created		
Publish and launch of the strategic plan with national and regional strategic partners	Strengthen partnership with relevant stakeholders for a more focused research approach and alignment to what the region's needs are; Focused activities and reporting from FIPHR on services and value delivered to relevant ministries and countries	2020	\$10,000
75% completion rate for strategic plan activities	100% completion rate for strategic plan activities	Ongoing	\$80,000
Sufficient resources available for 75% of planned activities	Sufficient resources available for 100% of planned activities	Ongoing	\$25,000
Plans for funding activities in place	All activities funded successfully	Annual	\$50,000

STRATEGIC RISKS AND MITIGATION

In the lifespan of this strategic plan, 2020 - 2025, a few risks have been identified whose respective mitigation actions are discussed below:-

Item	Risk Area	Cause/s	Mitigation Actions Taken or To be Taken
1	Fund-related Risks	<p>Unavailability of funding;</p> <p>Little capacity to acquit funding in an appropriate and timely manner;</p> <p>Weak financial processes.</p>	<p>Regular on-going search for local and international funding sources and funding partnerships</p> <p>Strengthen capacity of FIPHR members on timely procurement, acquittals and narrative reporting through training and practice</p> <p>Regular audits and review of financial policy and processes to support financial processes</p>
2	Intellectual Property-related Risks	Ownership of data, use and storage of data sets, authorship and roles not clear in research collaborations	Ownership of data, use and storage of data sets and authorship and roles to be clearly articulated in TOR, MoU/A, Letter of Agreement, research proposals and other relevant documentation prior to fieldwork
3	Institutional Memory-related Risks	<p>The chief investigator departs from the study before its conclusion;</p> <p>Turn-over of research assistants and team members;</p> <p>Records of Research & Ethics approvals missing.</p>	<p>Co-investigator of the research team takes over and resumes as Chief investigator</p> <p>Replacement of RAs and team members from within FIPHR</p> <p>Copies of all research and ethics approvals for FIPHR will be scanned and stored and sent to all research teams for their recording. Soft copies are backed up on Microsoft One-Drive</p>

Item	Risk Area	Cause/s	Mitigation Actions Taken or To be Taken
4	Publication Risks	<p>No funding for submission and publication of findings in peer-reviewed, ranked journals;</p> <p>No time and or technical capacity to write journal articles for submission</p>	<p>Include local and international publication fees in all research budgets;</p> <p>Partner with external research collaborators to write and publish articles</p>
5	Field-work-related Risks	Physical accidents including vehicle-related road accidents, being threatened and mugged, raped, robbed and verbally or physically abused, including any cases of fire accidents or health-related or man-made or natural disaster events or other immediate emergencies	<p>Teams will prepare accident/emergency protocols before any research and provide training on this prior to any fieldwork;</p> <p>Team leaders will halt research, report the incident/s to the local police, fire, hospital stations or other facilities as appropriate and pull the research team out of the research area to safety until all returns to normal and with advisement from FIPHR Director and College ADR and Dean;</p> <p>Accidents and safety insurance costs be included in all research budgets.</p>

STRATEGIC PLAN IMPLEMENTATION

The implementation of the FIPHR Strategic Plan will be for a period of five years – 2020 to 2025. The implementation of this plan will be spearheaded by the Associate Dean Research (ADR) together with the Heads of each of the Research Centres of FIPHR. Their roles and functions will include the identification of priority research activities as outlined in this strategic plan and to seek funding sources and form strategic partnerships in the implementation of each strategic activity. Strategic partnerships will be forged through the conduct of initial scoping studies or assessments for technical partnerships, funding, writing of funding and research proposals to international, regional and national development partners, donors, technical institutions, corporate bodies and government and, provision of research services including conducting research, offering technical advice, training and capacity building for staff and students as well as governments, Civil Society Organisations (CSOs) and communities. FIPHR will facilitate, teach and implement research and their recommendations in the communities and countries of the region.

FIPHR is expected to provide its research technical expertise to staff and students of the College and elsewhere where needed. It will present all its research proposals for research and ethics approvals through the Office of the Associate Dean Research and the College Health & Research Ethics Committee (CHREC) prior to any research being conducted in Fiji and the region. FIPHR is expected to also inform current curriculum content in the College as well as influence and contribute to progressive health policies, programs and practice in Fiji and the region through its main function of evidence creation. Furthermore, while the vision, mission, values and core strategic areas are likely to remain unchanged in the planning period, the objectives, actions and timelines will be closely monitored and evaluated through a formal process of regular reporting to the Dean and the College as well as to the Pro-Vice Chancellor Research of the Fiji National University.

Quality assurance for all strategic activities in this plan will be closely monitored and met in a few ways such as ensuring that all requirements and standards relating to research from government as well as donor and other technical partners are satisfactorily met through regular updates (communication and inspection) with them and with FIPHR networks the College. Similarly, critical documentation such as research findings reports, policy briefs, research recommendations, published journal articles, completion documents and even success stories will be generated periodically, gathered and stored respectively as records and evidence of the quality of work done as well as to track behaviour change and improvement to health and wellness in those communities being studied. In all, the FIPHR approach will be one which facilitates, teaches and conducts research which is needed in Fiji and the region using scientifically robust research methodologies and designs and ethical in nature to inform and improve health and wellness outcomes for all to the year 2025.



CONTACTS

Phone: (679) 3311700

Email: adr-cmnhs@fnu.ac.fj / fiphr-cmnhs@fnu.ac.fj

Web: <https://www.fnu.ac.fj/research/>



Fiji Institute of Pacific Health Research
[@HealthFiji](https://twitter.com/HealthFiji)