



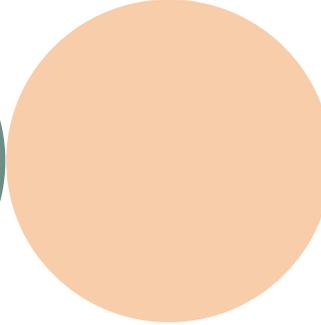
## STRATEGY 2020



A joint initiative of



## FOREWORD



Dear partners, colleagues and friends of ISCRR,

I am delighted to introduce Strategy 2020.

The strategy describes a vision of ISCRR as a unique research/policy partnership, focussed on its three core partners but engaged with, and delivering value to, the Victorian community.

The strategy is a landmark in the evolution of ISCRR. It will guide our activities over the coming six years, a period in which we will bring the considerable research expertise of Monash University to bear on some of the major challenges facing the Victorian Workcover Authority and the Transport Accident Commission.

Our approach is encapsulated in the institute's mission statement:

**“Collaboratively develop, execute and translate the highest quality research which helps the TAC and the VWA optimize their outcomes and those of their clients.”**

Underpinning the strategy is a stronger and clearer understanding among TAC and VWA of the complexity and interconnectedness of the systems they operate. Effective management of safety and compensation systems requires a nuanced understanding of the different parts of the system, how they interact, and how these interactions affect system-wide outcomes. ISCRR will play an important role in this space, bringing leading research experts and cutting edge methods to address these fundamental issues.

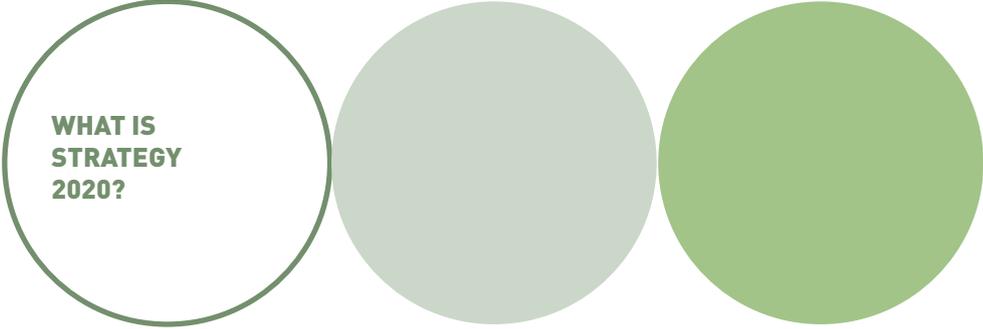
We are not starting from scratch. The partnership has already demonstrated its value in many ways, delivering and translating research findings that have had a positive impact. We have developed substantial research infrastructure and expertise, and built strong networks of research and policy collaborations locally, nationally and internationally. The strategy proposes that we embed these partnerships more fully into our operations, focusing on our major research partners at Monash, and our policy partners at TAC and VWA.

Strategy 2020 also places a greater emphasis on engagement with the community. We understand that positive evidence-based change will be more likely to occur if we have meaningful engagement with those affected by research from the beginning of the research process. This is a foundation of implementation science, an area in which ISCRR has developed substantial expertise since our establishment in 2009. Our challenge now is to integrate this evidence into our own behavior as research practitioners.

The strategy was approved by the Board of ISCRR in June 2014, following a series of consultations with our partners and the community. Approval of the strategy by our Board occurred during the first year of a new five year funding agreement between our core partners. We are very fortunate to have a stable funding base which enables a long-term vision to be realised. The strategy will guide the development of annual plans, which will describe in more detail the specific research initiatives of the institute.

In implementing this strategy, I am confident that ISCRR will play an important role in improving the performance of the Victorian occupational health and safety and injury compensation systems, for the benefit of our partners and the community.

**Professor Alex Collie**  
**Chief Executive Officer**  
 Melbourne, August 2014



## WHAT IS STRATEGY 2020?

This Strategy is a framework that will guide the Institute for Safety, Compensation and Recovery Institute's (ISCRR) activities over the period to 2020.

It defines why, how and with whom the institute will function in that period. The strategy has four major components, presented in the following order:

### 1. Statement of value

This includes the mission statement, a description of our research 'value chain' and our value to major partners, and how the public value of ISCRR will be realised.

### 2. What we will do

This section describes our primary functions, our areas of focus, and the major deliverables of the institute.

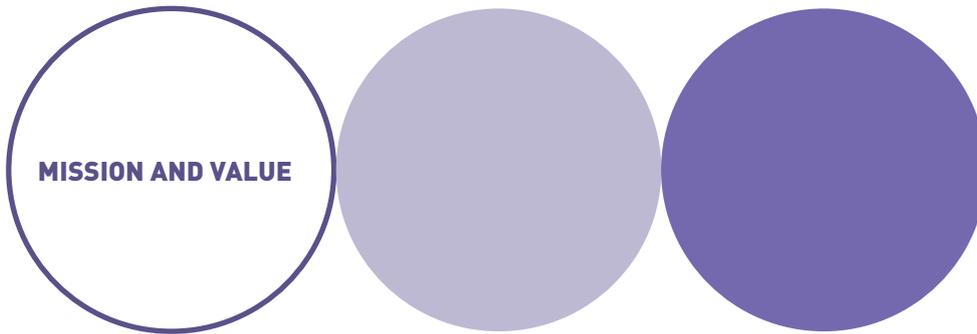
### 3. How we will operate

This section describes our model of partner and community engagement, and a framework for guiding research investment decisions.

### 4. How we will measure progress

This section describes an implementation and performance measurement framework.

Annually, ISCRR will develop action plans that describe how it will implement this strategy.



### Mission statement

Collaboratively develop, execute and translate the highest quality research which helps the TAC and the VWA optimise their outcomes and those of their clients

### Value of ISCRR

#### Public Value

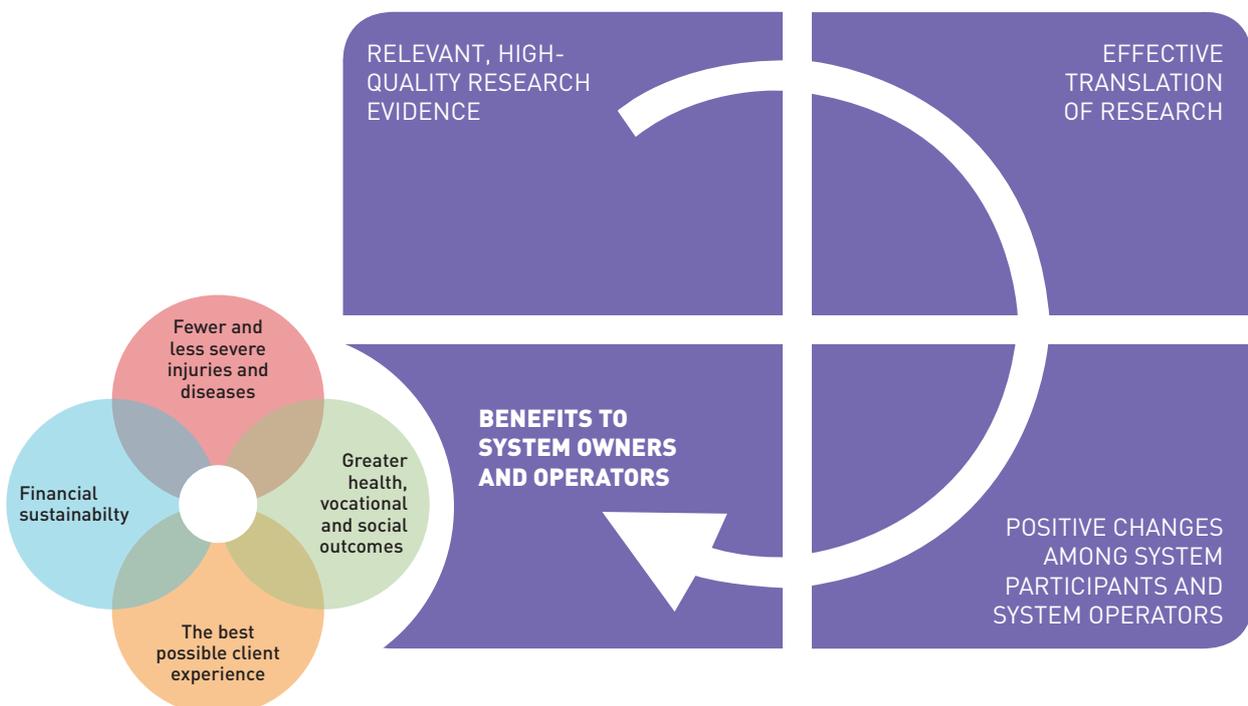
ISCRR delivers value both to our three core partners and to the public.

The public value is realised by helping the TAC and the VWA achieve their objectives of reducing workplace injury and illness, improving client and injured worker outcomes, ensuring client satisfaction, while maintaining financially sustainable systems.

There are two pathways via which this occurs. First, by directly engaging with the TAC and VWA we can influence the policy and practice of those two organisations. Second, by engaging with individuals and groups that are involved in the Victorian safety and compensation systems, we can influence the policy and practice of those system participants. Positive changes amongst those individuals and groups has an indirect but potentially very meaningful impact on the TAC and VWA.

While the institute is focussed on Victoria, we recognise that our research findings may also be of value to other jurisdictions.

As system operators, the TAC and VWA play a critical role in supporting the uptake of evidence-informed approaches amongst system participants, and within their own organisations. In short, they share an accountability to help ISCRR ensure that its research evidence is used and that the value of the research is realised.



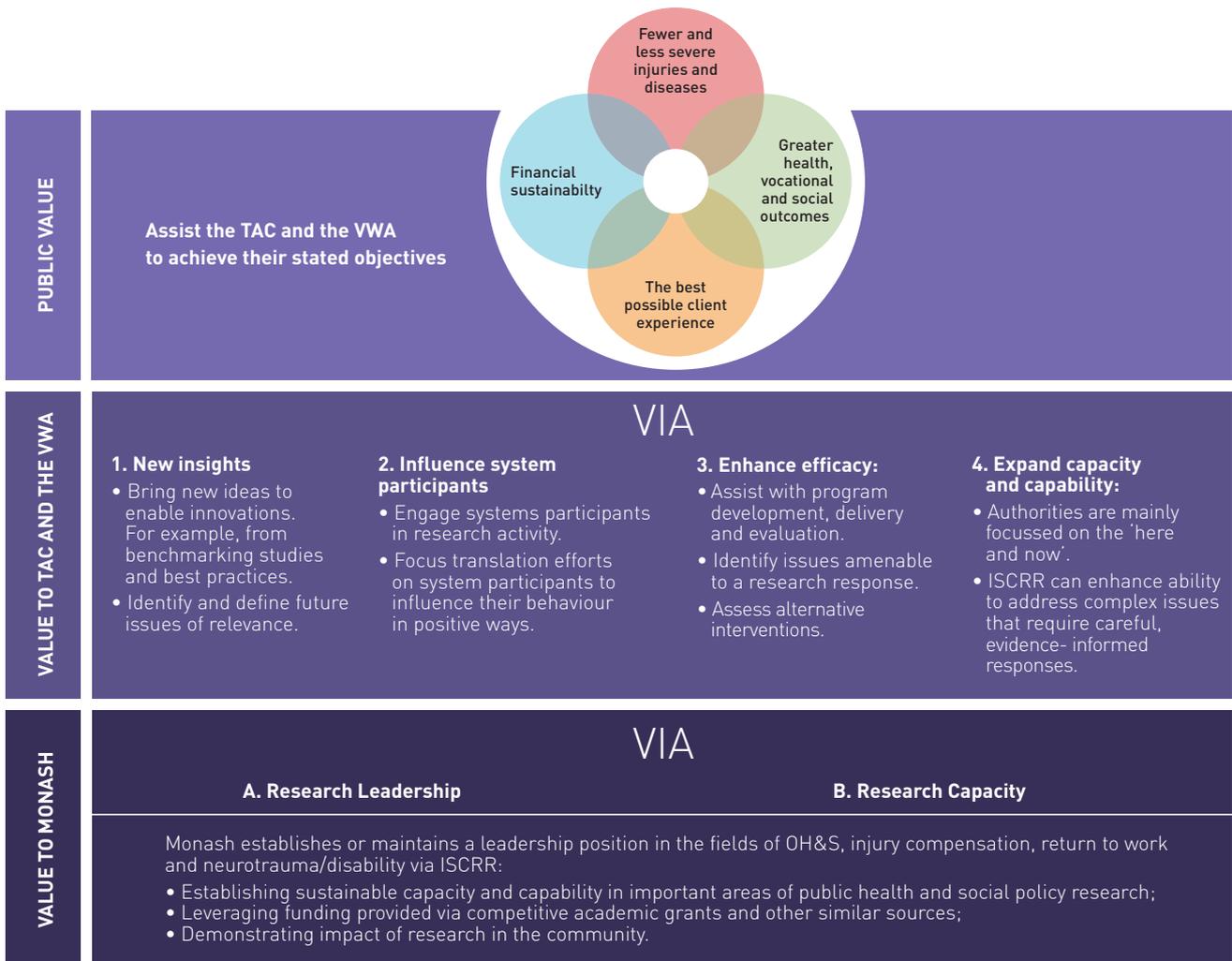
## Value to Partners

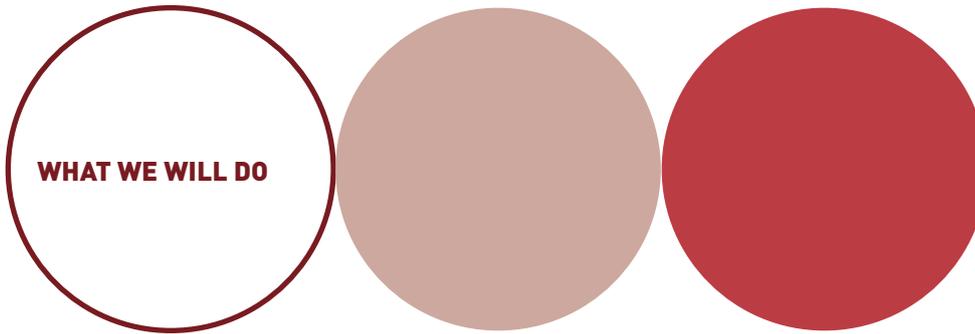
For the TAC and VWA, the institute adds value by:

1. Bringing in new insights and evidence that can lead to innovation. This could include, for example, insights from comparative studies of other jurisdictions and/or identification of emerging issues that will impact the schemes in future.
2. Independently influencing system participants to behave in positive ways. By involving system participants in our research, we are able to influence these individuals and groups to operate in evidence-informed ways.
3. Enhancing the efficacy of their current operations. Both authorities develop and run initiatives to enable them to meet their legislative obligations and performance objectives. Using implementation science principles, ISCRR can assist in the design and delivery of these initiatives to ensure they realise their potential.
4. Enhancing the capacity and capability of the authorities. The TAC and VWA are primarily focussed on the 'here and now' of running the schemes. ISCRR provides a resource and capability that can be directed to address complex, longer-term issues that require careful, evidence informed responses.

For Monash, ISCRR adds value by:

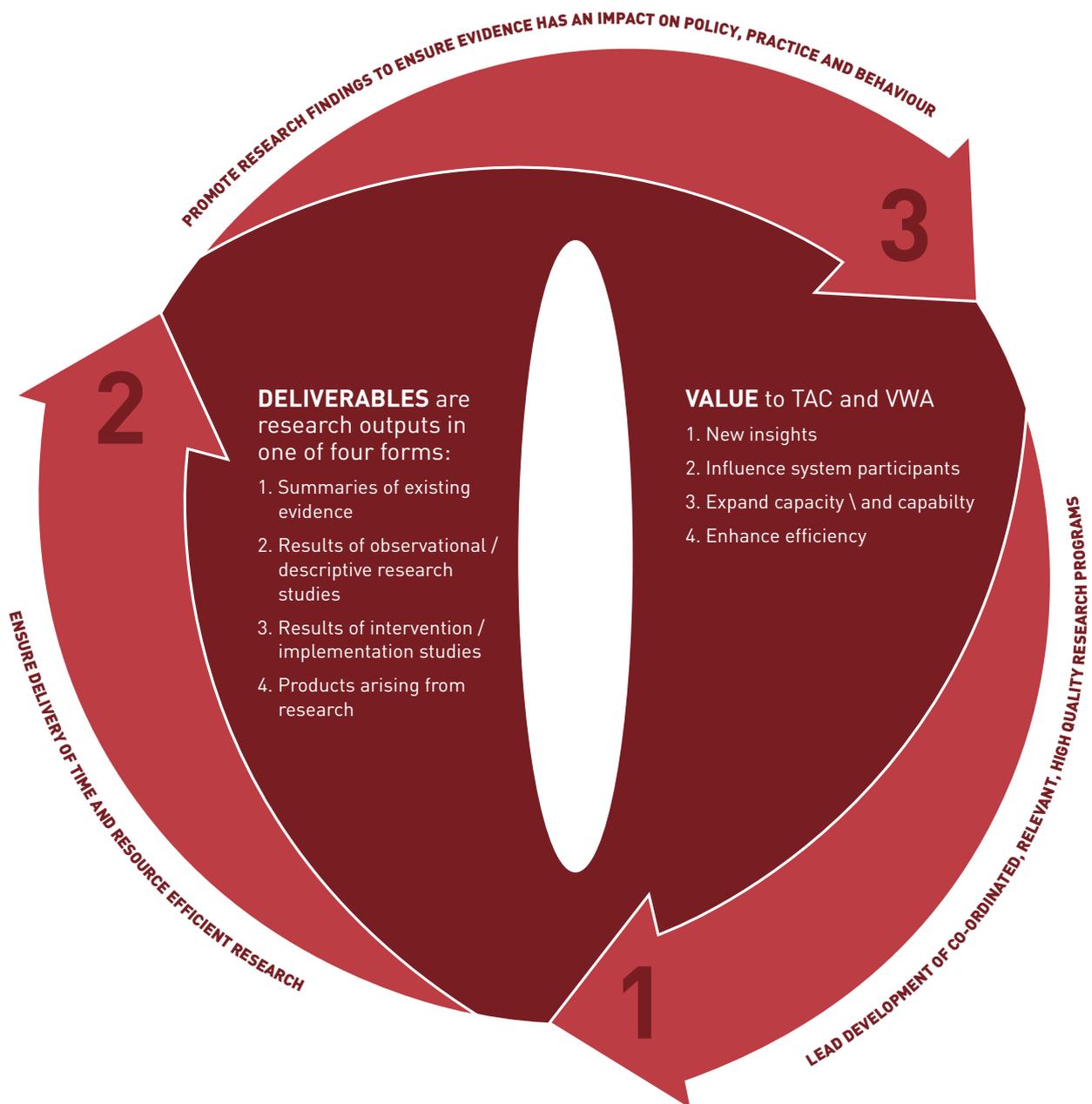
1. Building the university's capacity and capability. The partnership with TAC and VWA enables the University to invest in its capacity and capability in safety, compensation and recovery research.
2. Demonstrating the impact of the University's research in the community. The fields of research ISCRR is engaged in are of demonstrable public value. ISCRR contributes to the University's growing reputation of excellence in applied research that has a real impact on society.
3. Providing a revenue stream that can be leveraged through nationally competitive grants. Long-term strategic research funding arrangements such as that which exists at ISCRR are rare in academic environments. When combined with research expertise and a close community partnership, this stability provides an opportunity to seek leveraged funding from other sources such as nationally competitive research grants.





### Primary Functions

ISCRR was established to act as a broker between our two government partners and the research community at Monash. This remains central to our mission. Consistent with best practice in implementation science and knowledge translation, our brokerage model assumes that effective translation of research requires the involvement of all affected parties from the beginning of a research initiative. This translation cycle has three major phases, including the development of research, delivery, and promotion of findings.



In the development phase, we lead collaborative teams to develop cohesive programs of research that are relevant to partners and stakeholders, and high quality. At the conclusion of the translation cycle, we lead the promotion and dissemination of research findings to ensure that evidence is used to inform practice and policy and to influence behaviour. While research is underway, we oversee its conduct to ensure timely and resource efficient delivery.

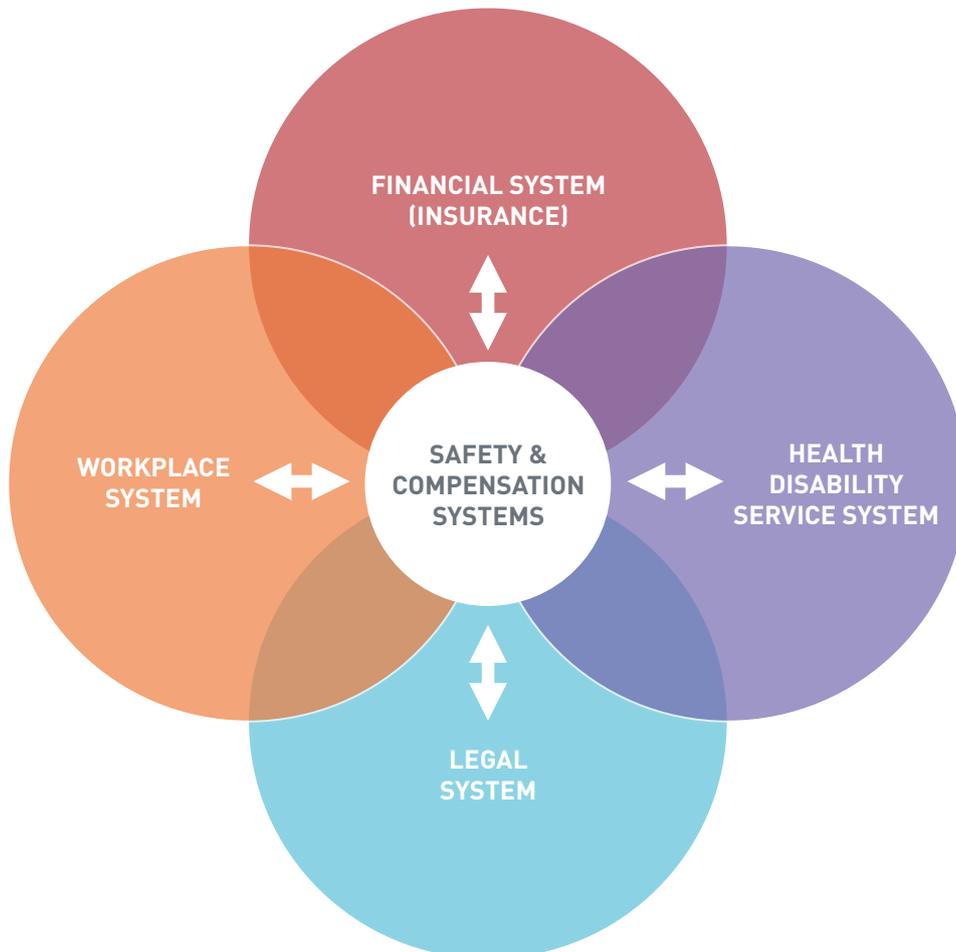
In all three stages of the cycle we seek input from our core partners, researchers and others involved in the safety and compensation systems. This input is critical to ensure that research activities address relevant questions and that those impacted by research findings are aware of the research and involved in its production.

In short, we aim to develop and translate research that will be used and will have an impact.

### Areas of Focus

The systems operated by our funding partners, the TAC and VWA, are complex in nature and intersect with numerous other systems. Effective and efficient operation of the safety and compensation systems requires effective and efficient interaction with the healthcare, disability, workplace, financial/insurance and legal systems.

Our research activity will reflect this system architecture, and will encompass both the safety and compensation systems and their points of intersection with these other systems.



Our initial focus during Strategy 2020 will be in five thematic areas as follows:

1



**Safe and Healthy Workplaces (intersection of safety, compensation and workplace systems)**

2



**Evidence-Informed Claims Management (insurance and compensation systems)**

3



**Primary Health Care (healthcare and compensation systems)**

4



**Smart Independent Living Environments (disability and compensation systems)**

5



**Improving Trauma Care (healthcare and compensation systems)**

Each theme will involve multiple projects that collectively seek to address complex issues requiring a thoughtful, evidence-informed response. Themes will be reviewed periodically throughout the period of the strategy, and may be revised in response to new developments and/or as initiatives are completed.

From time to time, research outside these thematic areas will be commissioned in response to the needs of our partners, and/or as new issues emerge.

## Deliverables

Over the course of the strategy, ISCRR will deliver a range of research output in various formats. These can be broken into four major categories, as follows:

### 1. Summaries of existing evidence

There is a substantial body of existing research evidence within our areas of focus. Reviews of existing evidence can help our partners and stakeholders understand what evidence exists for a given topic, can guide intervention design, and can identify issues that require further investigation. Such reviews can also provide evidence that is directly relevant to policy and practice (for example, reviews of the clinical effectiveness of healthcare treatments).

### 2. Results of observational / descriptive research studies

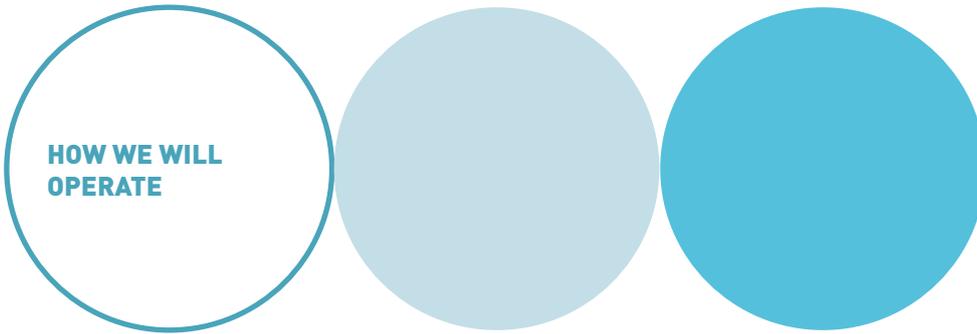
These studies seek to define the nature and extent of an issue (for example, its incidence, prevalence or impact), and to understand why or how something occurs. Such studies can assist with issue identification and the development of initiatives that seek to embed policy or practice change.

### 3. Results of intervention / implementation studies

Our partners are increasingly seeking ISCRR's involvement in evaluation of policy interventions in the Victorian safety and compensation systems. In addition, we will pursue intervention studies that arise from our evidence synthesis and observational studies. Findings from these studies can help to understand not only the impact of an intervention, but why an intervention worked (or did not work), leading to more effective intervention design in future.

### 4. Products arising from research

Increasingly, we will seek to create user-friendly products that assist with the uptake and translation of our research findings. This might include, for example, websites or other media to assist with information dissemination, guidelines or guidance targeted at specific groups to promote practice or behaviour change, plans for implementation of policy and practice initiatives, and toolkits that assist organisations or individuals to implement evidence-based approaches to specific problems.



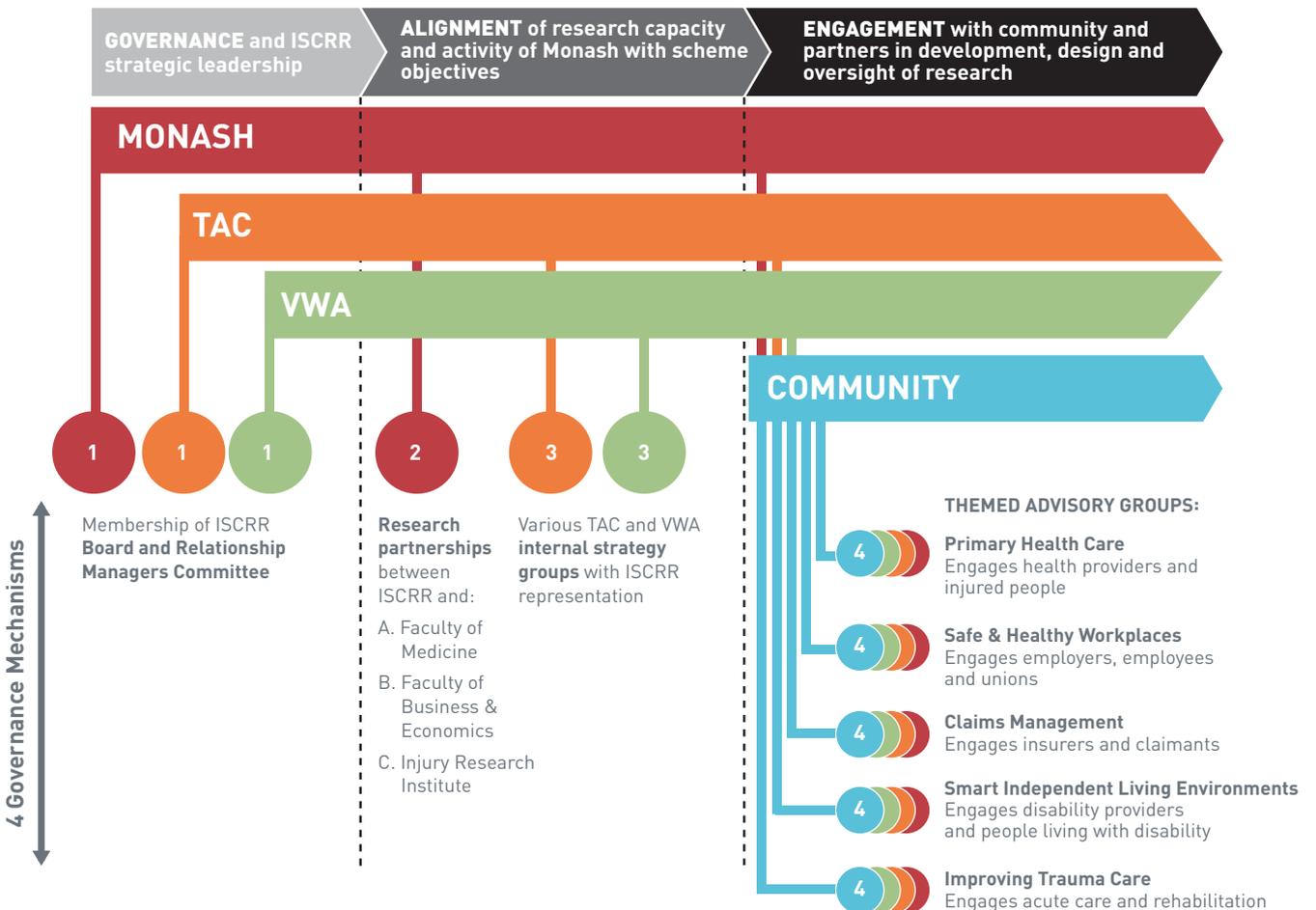
**Partner and Community Engagement**

ISCRR is a partnership that operates across and seeks to influence three large and complex organisations in the TAC, VWA and Monash University. Over the period of the strategy we are also seeking to strengthen our engagement in the community, to increase the impact of our research. The institute has its own governance and decision making structure that involves our three core partners. Effective and efficient engagement in this complex environment is a challenging task for a small organisation.

Our engagement model seeks to achieve three important objectives:

1. **Strong governance and decision making within the institute.**
2. **Alignment of research capacity and research activity with the needs of our funding partners.**
3. **Involvement of partners and the community in the development and delivery of research and promotion of research findings.**

Three primary engagement mechanisms will be used to ensure that we achieve these objectives.



1. The governance of the institute is well established via our Board and Relationship Management Committee. These forums involve the TAC, VWA and Monash directly in the strategic direction of the institute and decisions regarding resource allocation and funding. This is serving the partnership well and we do not envisage any changes.
2. Alignment of research capacity and activity at Monash with the priorities of the TAC and VWA will be assisted by:
  - Establishing research partnership agreements with our major research providers at Monash. These agreements will involve appointment of research staff dedicated to ISCRR research activities. Over time these agreements will enable development of researchers with a strong understanding of the TAC and VWA; and
  - Involving ISCRR senior staff as observers or participants in of major strategic and governance committees at the TAC and VWA. This will help to ensure that ISCRR is aware of current and emerging priorities for our major funders, and also provides an avenue to introduce new research insights to the authorities.
3. In the development and delivery of research, and promotion of research findings, we will involve our major partners and community partners. In practice, we will establish expert advisory committees for each of our research themes that involve expert researchers, the TAC and VWA, and representatives of those groups and or individuals who are potentially affected by the research. For example, for our primary care research theme we will engage peak bodies representing General Practitioners and Physiotherapists. Active engagement with both system operators and system participants will help to ensure that our research is relevant, high quality, effectively translated, and that maximum value is derived.

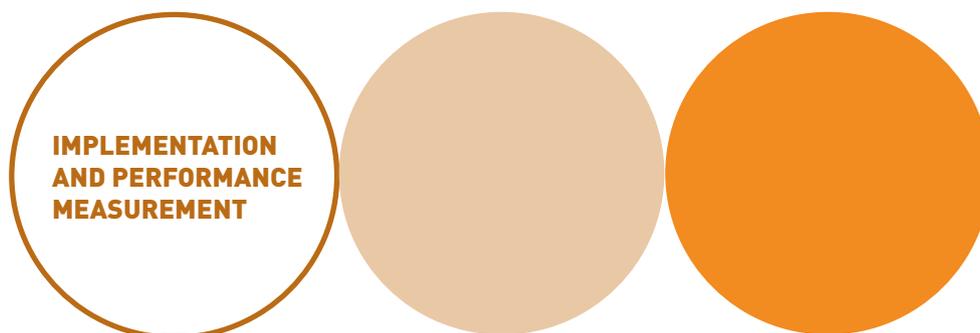
### Balanced Portfolio

The guiding investment principle for ISCRR will be to seek to achieve a balanced portfolio of research. Decisions to invest in research will be guided by the following factors, which we will monitor over the period of the strategy.

We will seek to balance our research portfolio in the following ways:

1. By investing in research that is responsive to needs of major partners AND research that delivers new insights and information.
2. By investing in research where the primary value is clearly the potential impact to the TAC and VWA, as well as research that leads to changes in thinking and prompts new initiatives.
3. By investing in research that is clustered around major thematic areas AND from time to time, standalone research projects on issues of major importance.
4. By investing in research that seeks to understand how and why things occur in the systems AND research that seeks to develop, evaluate and test interventions that seek to achieve positive change.
5. By investing in our major research partnerships and retaining a portion of our research funds for use in strategic initiatives.

Decisions about the proportional allocation of the institute's resources across these factors will be made by our Board annually as part of our business planning processes.



### Implementation

ISCRR has a solid foundation from which to implement this strategy. We have built strong and enduring relationships with our major partners at the TAC, VWA and Monash that include both formal and informal interaction between these organisations across all levels of our activity. The strategy seeks to build on this over the period to 2020.



The strategy will be implemented iteratively, as described in annual plans that will be developed collaboratively with our major partners. Major new strategic initiatives will be implemented in 2014 and 2015. The model will be refined over the following three years to 2018 in order to maximise its efficiency and the value derived. The final period of the strategy we will review our approach and plan for the next period.

### Performance measurement

The institute has established a performance measurement process that documents the use of our research by our partners and the broader community, and the impact of that research. This involves both routine reporting via our project management systems, and an annual documentation of detailed case studies of the impact of our research.

In addition we are subject to the academic reporting requirements of Monash University, which focus on research inputs, outputs and capacity. Combined these standard reporting requirements provide five areas for performance measurement by the institute, as follows:

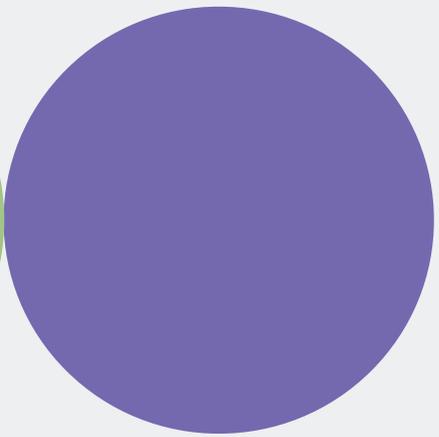
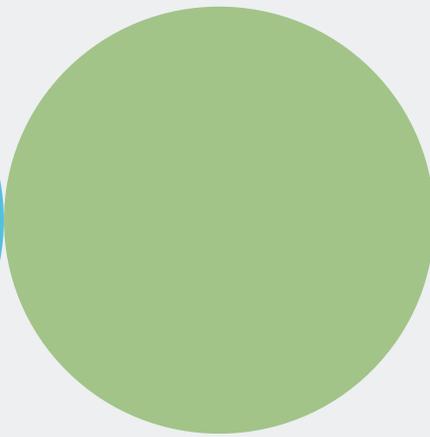
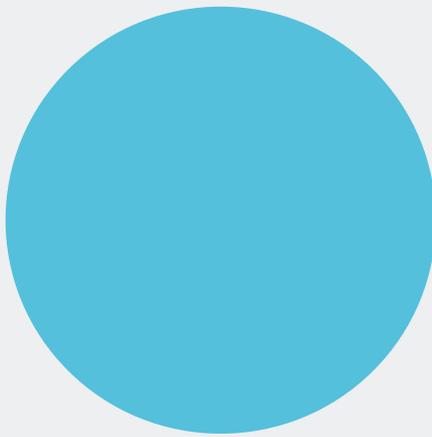
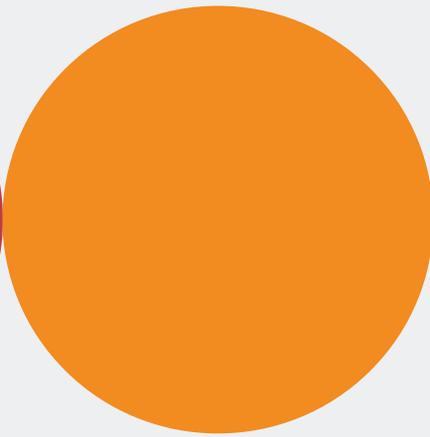
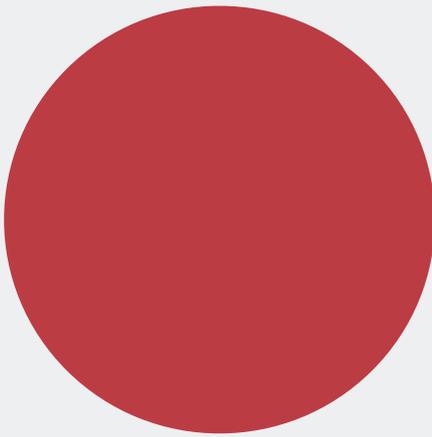
1. **Research income**
2. **Research output**
3. **Research capacity**
4. **Use of research**
5. **Impact of research**

Collectively, these performance measures seek to capture the value of ISCRR to its three partners. Within each of these areas, specific short term key performance indicators and targets will be developed annually as part of our business planning process. The medium and longer-term value of ISCRR will take longer to realise and will be assessed in the later years of the strategy period.



# ISCRR

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and Recovery Research



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