

2022-23 Annual Strategic Overview

Past Progress and Preparing for the Future

This year signals the halfway point of Cabrine Australia's Group Strategy, beginning in 2021 and extending through to 2025, and provides an opportunity to reflect on the past as we begin to prepare for the future. Overall, notable progress has been made, allowing Cabrine Research to begin planning for an ambitious strategic vision of sustainable growth across each of its research departments.

The current strategy aimed to consolidate our reputation as nationally recognised private institute in translational and clinical research. This would build upon established strengths in oncology and musculoskeletal research while introducing new focus areas, most notably cardiology. Four key outputs were identified to benchmark our progress, with notable progress made towards each despite the difficulties presented by SARS-CoV-2.

Cabrine Cancer Institute

Assisted by a \$5 million grant from the Commonwealth Government and large philanthropic contributions, the Cabrine Cancer Institute was established in 2021 as an integrated research and clinical oncology facility. Currently in phase one, goals aimed at doubling the number of clinical trials and creating a world-class exercise oncology laboratory have been achieved. As it transitions into phase two, the Institute will grow its organoid and genomics capabilities for application towards a precision oncology program for South-East Victoria.

Strategic Expansion of Clinically Aligned Research

Cancer remains a core strength through research departments in medical oncology, surgery, and urology, reflecting Cabrine's national standing in cancer care. The past three years has also seen significant growth in cardiology research and progress towards future expansion in nursing research. The next year also presents an opportunity for Cabrine to rebuild its department in musculoskeletal research.

Capability-Building in Translational Research

Cabrine has invested in its translational research capabilities, with robust expansion in its organoid program now including breast, colorectal, ovarian, and prostate cancer types. Continued collection of clinical data and patient-derived samples, alongside the development of genomics capabilities, provide a critical translational bridge for precision medicine and drug development in collaboration with the Monash Biomedicine Discovery Institute.

Integration of Health Informatics

There are more than sixty active clinical registries at Cabrine. They provide important information for quality improvement, streamlining clinical workflows and ensuring the highest standards of care are delivered. Over several decades, these registries have grown to reach a critical mass, capable of answering important research questions for data-driven clinical impact.

The strategic progress achieved is a testament to the dedication of Cabrine's researchers and research management teams. Together, they have created a culture bound by a shared belief in the power of research to change the lives of not only our patients, but also the global health community. This has been realised through four core operating principles, that include:

- a focus on attracting, developing, and retaining a *high-quality workforce*, within a purpose-driven, supportive, and collaborative environment;
- *genuine and substantive community engagement*, made possible through an active network of knowledgeable consumer advocates;
- *constant adoption of new technologies and services* to create cutting-edge solutions to key scientific and clinical questions; and
- *a growing collaborative network*, enabling an exchange of resources, infrastructure, and expertise to enhance collective research output.

Although the existing Cabrini Health strategy is only at its mid-point, the progress made thus far has positioned us to commence development of a more research-focused strategic and operational plan. Currently, comprehensive engagement with both internal and external stakeholders is being conducted with a new plan to be drafted by early 2024. A review process will follow and establish a path for sustainable growth that delivers meaningful impact for patients and the broader Cabrini community.

Gavin Horrigan
Director of Research Operations

November, 2023