

Centre for Health in All Policies Research Translation

5-Year Strategic Plan | 2026-2031

Introduction

The Centre for Health in All Policies Research Translation (CHiAPRT) was established to work with policy makers and academics at the international and national level to deliver improved public policy and work towards better health, well-being, and health equity outcomes. CHiAPRT does this through two distinct but interconnected core functions. These are:

1. generating and synthesising knowledge on research-policy translation to build capacity and strengthen translation of evidence into action, and
2. accelerating action on the social determinants of health equity in the implementation of research, policy making, and practice.

CHiAPRT is currently jointly administered by the Adelaide University School of Public Health, Health Translation SA, and the South Australian Health and Medical Research Institute (SAHMRI). This joint administration purposefully supports CHiAPRT in building and maintaining strong, strategic partnerships with a diverse range of partners. The Centre operates as a multi-institutional Centre and is supported by affiliated partners and an Advisory Committee, with these partners collaborating on projects or research activities. Through this guidance and partnership, CHiAPRT is able to work towards its strategic objectives and goals.

Purpose of the Centre

Established to bridge the gap between research and its application to policy and practice, CHiAPRT fosters collaborative action, strengthening existing knowledge, and then works to translate these lessons across sectoral and disciplinary boundaries. CHiAPRT focuses on strengthening relationships, building capacity, and contributing to improved public policy and community outcomes. The Centre advocates for systemic changes in academia and government to support research-policy translation and action on the social determinants of health equity, ultimately improving policies and, in turn, outcomes.

Since the Last Strategic Plan

The first 5-Year Strategic Plan (2021-2025) supported CHiAPRT through the initial phases of its establishment and provided a blueprint to guide the Centre's work over that time. CHiAPRT has achieved many of the goals set in that initial Strategic Plan. An [impact evaluation](#) of CHiAPRT's first 5 years highlighted its strong success in carving a niche into the research-to-policy translation landscape, showcasing strengths in capacity building, thought leadership, and research-policy translation at a local, national, and global scale. For more information about CHiAPRT's actions and impact over the past five years, please see the Centre's [website](#).

This second 5-Year Strategic Plan will guide CHiAPRT's work throughout the 2026-2031 period. The Centre continues to work towards the successful implementation of research-policy translation and action on the social determinants of health equity; however, in line with the new strategic priorities of the Centre, this plan will also feature an enhanced focus on sustainability, expansion, and establishing CHiAPRT as a formalised research-translation hub.

CHiAPRT's Strategic Plan Overview

CHiAPRT's objectives, outcomes, and goals set the direction for the Centre over the next five years. They are underpinned by the Centre's two core functions and are designed to operate at the local, national, and/or international level, depending on relevance and potential reach. The enablers provide the foundational conditions required to support delivery, ensuring the Centre is well-positioned to achieve its strategic objectives and maximise impact.

5-Year Goals:

- Demonstrate improved public policy impact through the implementation of research-policy translation strategies
- Accelerate action on the social determinants of health equity through influencing and shaping policies and partnerships that enhance health, equity, and well-being outcomes across sectors
- Position the Centre as a key enabler of research-policy translation, evidence-informed decision-making, and action on the social determinants of health equity
- Influence systems change towards research-policy translation and collaborative governance approaches, such as multisectoral action/Health in All Policies

Enablers:

- Strategic enablers
- Operational enablers

Strategic Objectives:

1. Generate and synthesise knowledge on research-policy translation
2. Translate knowledge and evidence on the social determinants of health equity
3. Understand and promote governance mechanisms that drive systems-level change to support research-policy translation and action on the social determinants of health equity
4. Build capacity for research-policy translation and action on the social determinants of health equity
5. Promote emerging public health issues and elevate them onto the policy agenda
6. Establish CHiAPRT as a recognised centre of excellence for research-policy translation and action on the social determinants of health equity

Outcomes

Short-term

- Strengthened collaborative action between researchers and policy makers
- Increased knowledge and skills for working across sectoral and disciplinary boundaries
- Increased action on the social determinants of health equity
- Increased involvement in collaborative governance and multisectoral approaches (such as Health in All Policies)
- Increased evidence on successful research-policy partnerships
- Increased action in academia to support research-policy translation

Medium-term

- Improved healthy public policy
- Systemic changes in academia and government to support research-policy translation and action on the social determinants of health equity

Long-term

- Improved population health, well-being, and health equity

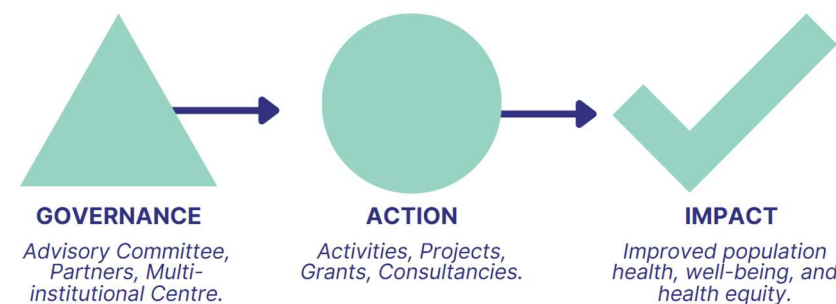
CHiAPRT's Partners

CHiAPRT is founded on strong governance and is underpinned by collaborative partnerships with academic, government, and non-government sectors. Partners play a range of strategic roles for the Centre and are the heart of its philosophy and approach. Through this guidance and partnership, CHiAPRT is able to work towards its strategic objectives, with the long-term goal of improved population health, well-being, and health equity.

These roles include:

- Strategic and political guidance
- Partnering on projects and grants
- The provision of expert and technical advice
- Membership on the Centre's Advisory Committee

The Advisory Committee meets quarterly and provides strategic advice and guidance to CHiAPRT and helps inform and shape CHiAPRT's strategic directions and work plans.



Governance to Impact Pathway

Advisory Committee Members:

- **Chair:** Ian Goodwin-Smith - Centre for Social Impact, Flinders University
- Catherine Mackenzie - Centre for Social Impact, Flinders University
- Elina Hyppönen - School of Public Health, Adelaide University
- Veronica Soebarto - Environment Institute, Adelaide University
- Clare Hume - School of Public Health, Adelaide University
- Fran Baum - Health Equity Centre, Stretton Institute, Adelaide University
- Connie Musolino - Health Equity Centre, Stretton Institute, Adelaide University
- Tom Symonds - Health Translation SA
- Sotiris Vardoulakis - Healthy Environment and Lives Network
- Alanna Sincovich - Preventive Health SA, Government of South Australia
- Bev O'Brien - City of Salisbury
- Michael Hicks - Office for Ageing Well, SA Health
- Catherine Earle - South Australian Council of Social Services
- James Smith - Rural and Remote Health – NT, Flinders University

CHiAPRT Representation:

- Carmel Williams - CHiAPRT Director
- Yonatal Tefera - Senior Research-Policy Fellow
- Mija Coad - Project Support and Communications Officer
- Jacquelyn Fyfe - Project Support Officer

Strategic Objective 1: Generate and synthesise knowledge on research-policy translation

Long-term outcome: The field of research-policy translation is underpinned by a strong evidence base and is well understood by researchers and policy actors.

Key strategies	Short-term Impacts
Identify and fill gaps in the academic and grey literature to strengthen understanding of how research is effectively translated into policy and practice	Strengthened evidence base for research-policy translation, further supporting the understanding and implementation of effective research-to-policy translation approaches across both policy and practice settings.
Encourage and actively contribute to the development of research-policy partnerships.	Maintain CHiAPRT's established research-policy partnerships and continue to support the development of new partnerships.
Support the development of strategic research priority setting in areas that contribute to improving the social determinants of health, well-being, and health equity.	Strategic research priorities (developed with or supported by CHiAPRT where feasible) are increasingly used by government, academic, and research agencies to guide their research and development agendas.
CHiAPRT leads the research-policy translation components and strategies across a range of Category 1 research projects (e.g. HEAL and STAUNCH) and actively identifies and engages with emerging opportunities.	Translation components embedded in major research projects improve pathways from research to action through CHiAPRT's brokering and translation expertise. CHiAPRT engages with new and emerging policy and research discourses, strengthening the Centre's relevance and ability to anticipate future research-policy needs. CHiAPRT's reputation as a potential centre of excellence for research-policy translation and action on the social determinants of health equity is strengthened.

Strategic Objective 2: Translate knowledge and evidence on the social determinants of health equity

Long-term outcome: Evidence on the social determinants of health equity and well-being is well understood and applied by the research and policy making communities.

Key Strategies	Short-term Impacts
Increase understanding of the role of the social determinants of health equity in shaping health, health equity, and well-being outcomes, and translate this understanding into action.	Policy actors demonstrate improved understanding of the social determinants of health equity evidence and its implications for health, well-being, and health equity decision-making, and show increased use of research-policy translation approaches to inform action.
Identify and act on policy-implementation gaps in addressing the social determinants of health equity (e.g. in areas such as greenspace, obesity, and loneliness).	CHiAPRT is recognised as a trusted partner and broker that helps identify, interpret, and respond to policy-implementation gaps, enabling more coordinated and evidence-informed action.
Strengthen the evidence base demonstrating the broader societal co-benefits of acting on the social determinants of health equity.	Increased availability and use of evidence highlighting economic, social, and environmental co-benefits, supporting stronger policy justification and cross-sectoral engagement.

Strategic Objective 3: Understand and promote governance mechanisms that drive systems-level change to support research-policy translation and action on the social determinants of health equity

Long-term outcome 1: Increased demand for collaborative governance mechanisms and multisectoral approaches (such as Health in All Policies).

Long-term outcome 2: Increased demand for institutional systems that support research-policy translation

Key Strategies	Short-term Impacts
Support the generation of evidence on how to strengthen governance systems for improved public policy making and research-policy translation (e.g. Indigenous Nation Building, structural incentives for research-policy translation, structural incentives for boundary spanning, trust).	Increased evidence and research activity on governance systems that improve public policy decisions. Increased evidence and research activity on structural incentives that enable research translation in academia and government.
Facilitate and strengthen capacity for collaboration at a systemic level, across academia and government.	Improved access for researchers and policy makers to diverse collaborators, leading to stronger cross-sectoral partnerships and more integrated ways of working.
Strengthen understanding of the practical “how to” aspects of multisectoral action and Health in All Policies approaches through the implementation of the 4 Pillars framework and model.	Practical guidance and resources on the 4 Pillars framework are used (or piloted) by countries and organisations to implement multisectoral action.

Contribute to dialogue on how dominant economic themes and practices can be adapted to better support broader societal outcomes.	Greater visibility and discussion of alternative economic approaches that value and integrate social, environmental, and health co-benefits in policy decision-making.
Explore the applicability and adaptation of the 4 Pillars model to other policy domains.	Evidence and practical guidance produced on adapting and applying the 4 Pillars model across diverse policy contexts (e.g., climate change and/or First Nations priorities). Increased piloting or uptake of Health in All Policies approaches in varied settings, contributing to more coordinated governance arrangements and cross-sectoral structures.

Strategic Objective 4: Build capacity for research-policy translation and action on the social determinants of health equity

Long-term outcome 1: Researchers and policy actors consistently apply knowledge translation strategies and skills in their work, leading to stronger collaboration and pathways from research to action.

Long-term outcome 2: Researchers, policy makers, and practitioners routinely integrate the social determinants of health equity, well-being, and multisectoral approaches (including Health in All Policies) into decision-making, program and policy design, and project implementation.

Key Strategies	Short-term Impacts
Build capacity and skills for research-policy translation with academic, government, and non-government communities.	CHiAPRT's capacity-building programs attract strong and diverse participation by researchers, policy actors, and practitioners, and participants demonstrate increased confidence and skills in research-policy translation (evidenced through pre/post feedback, applied knowledge translation plans, or early shifts in practice).
Build capacity and skills at the local, national, and international level to support the application of Health in All Policies and other multisectoral approaches.	Researchers, policy actors, and practitioners report improved understanding of multisectoral action approaches (including Health in All Policies) through participation in training and capacity building.
Maintain the Research-Policy Translation Community of Practice to promote and support research translation and related outcomes.	The Community of Practice supports active peer-to-peer learning, with members reporting strengthened knowledge exchange, networks, shared problem-solving, and uptake of knowledge translation strategies in their own settings/organisations. Research translation skills, tools, principles, and strategies are increasingly shared and discussed across research and policy communities, contributing to increased demand for collaborative partnerships.
Strengthen research-policy translation capability with students, early career researchers and practitioners.	Students, volunteers, and early-career researchers experience CHiAPRT as a high-quality learning environment through placements and projects.

Strategic Objective 5: Promote emerging public health issues and elevate them onto the policy agenda

Long-term outcome: Increased dialogue and debate on emerging health promotion and public health issues.

Key Strategies	Short-term Impacts
Promote emerging public health and health promotion issues.	Key emerging issues gain visibility and are actively discussed among policy, public health, and health promotion stakeholders.
Identify neglected or under-examined issues that sit under the social determinants of health equity banner.	CHiAPRT outputs inform dialogue and policy exploration on under-examined issues and drivers of social inequalities (e.g., through CHiAPRT's In Conversation Roundtable, Challenging Economic Assumptions podcast, and Health in All Policies Factsheet series).

Strategic Objective 6: Establish CHiAPRT as a recognised centre of excellence for research-policy translation and action on the social determinants of health equity

Long-term outcome: CHiAPRT is formally recognised, sustainably funded, and established as a centre for excellence for research-policy translation and action on social determinants of health equity.

Key Strategies	Short-term Impacts
Investigate and assess the most suitable centre of excellence funding models.	CHiAPRT has a clear understanding of viable pathways, requirements, and positioning options for pursuing centre of excellence recognition and long-term resourcing.
Strengthen CHiAPRT's positioning as a leader in research-policy translation for the social determinants of health equity.	CHiAPRT achieves increased visibility and recognition as a credible leader in research-policy translation, evidenced through increased reach, invitations, partnerships, citations and engagement metrics across academia, policy, and practice settings.
Pursue strategic funding opportunities to support growth and sustainability.	CHiAPRT develops a coordinated funding strategy and actively pursues opportunities that strengthen prospects for formal recognition and securing long-term investment.
Build organisational and governance capacity to support scaling and sustainability.	CHiAPRT strengthens internal structures and systems to support organisational growth, effective partnership management, and delivery of high-impact activities.

CHiAPRT's Strategic Enablers

These strategic enablers are foundational aspects that support the Centre in achieving its strategic objectives, supporting CHiAPRT's continued success while furthering the sustainability and reach of the Centre.

- Strong strategic governance and advisory structures
- Clear focus and expertise in the social determinants of health equity and research translation
- National and international positioning and reach
- Institutional integration and support
- Sustainable and diversified funding base

Key Strategies	Short-term Impacts
CHiAPRT is supported by strong and sustainable governance and advisory processes.	CHiAPRT achieves long-term viability and is actively supported through strategic guidance and governance from its Advisory Committee.
The Centre and team are recognised for their expertise in the social determinants of health equity and research translation	Recognition and visibility as leaders in social determinants of health equity and research translation are maintained across academic, policy, and practice settings.
Build and maintain local, national, and international reach	Expanded engagement and partnerships across local, national, and global contexts, increasing CHiAPRT's reach and influence.
CHiAPRT has formalised Member Affiliations.	CHiAPRT's Member Affiliation program attracts a variety of dedicated and engaged organisations and individuals in the research, policy, and academic fields.

CHiAPRT implements a robust succession plan.	CHiAPRT develops and initiates a step-by-step succession plan that provides the foundations for CHiAPRT's leadership to begin transitioning, and roles and responsibilities are increasingly delegated.
The Centre operating budget is built from a mix of partners, grants, and consultancies.	The financial sustainability of the Centre is secured and there is a stable income flow.

CHiAPRT's Operational Enablers

CHiAPRT needs internal systems and processes that are efficient and function well. As CHiAPRT sits within two bureaucratic institutions (SAHMRI and Adelaide University) the internal processes and procedures need coordinated administration between CHiAPRT and the two institutions. To support this, a set of core operational enablers have been identified, focusing on the systems, processes, and structures required to ensure efficiency, accountability, and continuity. These enablers ensure that CHiAPRT is well-positioned to manage resources, coordinate activities, support partnerships, and deliver high-quality outputs in a consistent manner.

Long-term outcome: CHiAPRT's internal systems are effective, efficient, and deliver robust and coherent logistical operations.

Key Strategies	Short-term Impacts
Establish and maintain strong partnerships with diverse and relevant organisations and stakeholders at local, national, and international levels.	Partners collaborate with the Centre to generate projects that strengthen the translation of research into policy, practice, and on-the-ground impact. Strong partnerships and collaboration are increasingly seen as key priorities in project and research development and implementation.
CHiAPRT has effective communication and branding strategies in place.	All CHiAPRT documents and projects are identifiable as being aligned with CHiAPRT's brand. CHiAPRT's work, resources, and products are increasingly shared and distributed by partners and peers.

	Peers and the wider research and policy community recognise and actively reference and refer to CHiAPRT's work (and the Centre itself).
Participate in strategic and relevant professional networks that link CHiAPRT to new partnership opportunities.	The Centre consistently and regularly engages with external organisations, networks, and events, and members regularly attend (and are invited to) a variety of workshops and presentations, expanding CHiAPRT's reputation and presence in the field.
The financial operations of the Centre are secure.	Through transparent, robust, and consolidated financial processes, CHiAPRT's finances become more secure and streamlined.
The Centre has a core team that is appropriately skilled, supported, and maintained and staff are provided professional development opportunities.	CHiAPRT's staff regularly attend professional development opportunities and are recognised for their skills and knowledge.
The work of the Centre is reported in a regular, timely, and transparent manner.	Regular reports and activity summaries are shared internally, to key partners, and to wider audiences.

Appendix: Achievements Snapshot

In the five years since CHiAPRT commenced in February 2021, the Centre has worked across a broad range of disciplinary and sectoral boundaries, building capacity and fostering collaboration across sectors and contributing to improved public policy and community outcomes. This work has included a series of local, national, and international projects aligned with CHiAPRT's new Strategic Objectives (2026-2031). Some of CHiAPRT's largest projects are briefly described in the table below.

Metric	Overview	Objective
Publications.	CHiAPRT has published broadly and widely across research-policy translation and the social determinants of health equity fields, and has strong consultancies with government departments, the World Health Organization, and other organisations and groups locally, nationally, and internationally. As of early 2026, around 40 journal publications have been published in a variety of relevant and established journals.	Objective 1 Objective 3 Objective 5
Category 1 Grants.	Since the Centre's inception, CHiAPRT has been involved in four Category 1 grants, with core members of the CHiAPRT team being named as CIs. These grants include: - NHMRC - Healthy Environment and Lives Network 5-Year Project - NHMRC – Spark Loneliness Project - NHMRC Synergy Grant – Stronger Together As Unified Nations for Community-led Health (STAUNCH) - MRFF – Global Health Initiative – 2025 Mental Health and Climate Change Grant	Objective 1 Objective 2
Title	Overview	Objective
Working in the Wellbeing Economy: A Survey of researchers and policy actors.	Designed to learn about the attitudes and experiences of collaborators within and across the academic and policy making community (government and NGO sectors), the survey provided key insights into the challenges and opportunities researchers and policy actors face when collaborating and assists with the development of solutions designed to build capacity and support system reform. The survey captured the collaborative experiences of 172 participants and identified barriers, enablers, and potential solutions, which was summarised into a final report and manuscript.	Objective 1 Objective 2

Maximising Impact from Research – Policy Partnerships Masterclass.	CHiAPRT hosts its Maximising Impact from Research-Policy Partnerships Masterclass every year, with this course attended by a diverse array of researchers and policy makers from a range of disciplines. These Masterclasses are a practical multi-day short course that utilise a 'learning-by-doing' approach and aim to provide participants with the skills and expertise they need to build research-policy partnerships and explore research-policy opportunities. This Masterclass is always extremely well-received by participants.	Objective 3 Objective 4
In Conversation with Thinkers, Boundary Spanners and Policy Actors Roundtable Series.	The <i>In Conversation</i> Roundtable series provides space for researchers, policy actors, and implementation experts to come together to explore new and emerging policy issues in an online webinar. These webinars are recorded and uploaded, with the roundtable discussion developed into a policy brief summarising the core themes and messages, which is then published in a relevant journal. To date, the <i>In Conversation</i> Roundtable series has tackled: 1. The Wellbeing Economy: Is it the Solution? 2. The Commercial Determinants of Health: What are they and do they matter? 3. The Geneva Charter: Realising the Societal Wellbeing 4. Trees, Climate Change and Health 5. The Importance of 'Place' and its influence on rural and remote health 6. The Politics of Water: A Human Rights Perspective 7. Diverse Perspectives, One Solution: The Journey to Ban Engineered Stone 8. Protecting Public Interest Journalism as a Public Health Good 9. Challenging Economic Assumptions 10. Working Upstream to End Homelessness	Objective 3 Objective 5
World Health Organization Project Work.	CHiAPRT has led the work alongside the World Health Organization to develop a new 4 Pillars Health in All Policies Model and the associated guidance document, 'Working together for equity and healthier populations: Sustainable multisectoral collaboration based on Health in All Policies approaches'. The Centre has been commissioned by the World Health Organization to support the global call for submissions to document the application of multisectoral approaches to non-communicable disease.	Objective 1

	This led to the development of a global mapping report, and a case study compendium. To support this work, the 4 Pillars model was adapted to support multisectoral action on non-communicable diseases. The Centre has been commissioned by the World Health Organization to assess the readiness of pathfinder countries to apply multisectoral action as part of the initiative to improve health equity. CHiAPRT is linked to the World Health Organization Collaborating Centre for Health in All Policies Implementation (based in the Department for Health and Wellbeing and operationalised through Preventive Health SA) and the World Health Organization Collaborating Centre on Health in All Policies and the Social Determinants of Health. This three-way collaboration is progressing the development of the second Global Status Report, due to be released in late 2026.	
Ageing Well Project Work.	The Centre was commissioned by the Office for Ageing Well to develop a Strategic Research Agenda for Ageing Well, co-designed with researchers and policy actors and designed to support the South Australian Plan for Ageing Well. Since then, CHiAPRT and Office for Ageing Well have worked together on a range of different ageing well projects, including establishing and supporting an Impact Research Grant for Ageing Well, developing a range of Ageing Well Learning Labs for grant recipients, and (in partnership with Dr. Tahna Pettman) developing a knowledge translation guidebook titled 'From Research to Impact: Delivering practical outcomes through research engagement - A guidebook'.	Objective 4
Healthy Environments and Lives (HEAL) NHMRC 5-year Project.	HEAL aims to catalyse research, knowledge exchange, and translation into policy and practice that will bring measurable improvements to health, the Australian health system, and the environment. The Centre was included in the successful HEAL bid as a Chief Investigator and is part of the leadership team. The Centre has lead responsibility for the HEAL research-translation strategy and has worked with the HEAL Network on a variety of research-translation projects.	Objective 1 Objective 3 Objective 4

Research-Policy Translation Community of Practice.	The Research-Policy Translation Community of Practice, launched in November 2023, provides the opportunity and space for researchers, policy actors, and practitioners across sectors and disciplines to develop collaborative partnerships that promote timely and effective integration of evidence into policy and practice. The Community of Practice meets quarterly, with a small case study document developed from each session to build the Community of Practice’s repository.	Objective 4 Objective 5
Challenging Economic Assumptions Podcast.	CHiAPRT has been working with Prof. Gerry McCartney, Professor of Wellbeing Economics at the University of Glasgow, to deliver the Challenging Economic Assumptions podcast series. Each episode takes a look at prevailing economic assumptions surrounding modern-day social issues through a critical lens, offering insight that goes beyond the widely accepted narratives of the day.	Objective 4 Objective 5