



Discovery Innovation Implementation

Health Research Strategy 2026-2030

Acknowledgement of Country

We acknowledge and pay our respects to the Traditional Custodians of the land on which the Kolling Institute resides on the Royal North Shore Hospital campus of the Northern Sydney Local Health District region, the Dharug and Guringai peoples.

Their spirit can be found across the region, and we honour the memory of their ancestors and Elders, past and present.

As we endeavour to serve the health needs within the community, we recognise the importance of the land and the waterways, as an integral part of people's health and wellbeing

Aboriginal and Torres Strait Islander Health and Wellbeing

The Kolling Institute is committed to partnering with Aboriginal and Torres Strait Islander communities to address health inequities through culturally safe, community informed, and strengths-based research. We recognise that improving health outcomes requires Aboriginal leadership, genuine co-design, shared decision-making, and meaningful participation across the research lifecycle, from discovery through to implementation.

Consistent with NSW Health priorities, we will embed Aboriginal ways of knowing, being and doing within our research, workforce development, partnerships and knowledge translation activities to contribute to equitable health and wellbeing outcomes for current and future generations.





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Foreword

At the Kolling, we are supported by a joint-venture partnership between the Northern Sydney Local Health District and the University of Sydney. The partnership enables us to conduct biomedical and clinical research to discover, innovate, and implement our findings into healthcare delivery.

As we embark on the 2026-2030 strategic period, our aim is to build upon our historic strengths, refining and enhancing them to meet the health and planetary challenges of the present and into the future.

This plan outlines our direction for the next five years, including the strategic decision to establish cancer as our fourth key research focus, in addition to our existing research areas of:

- » cardiovascular, renal, and metabolic
- » musculoskeletal and rehabilitation
- » sensory, neuroscience, ageing, pain, and psychiatry.

The Kolling is home to several recognised global leaders in cancer research, and we will draw on this strength to foster innovative research that can be translated into real-world outcomes that improve cancer treatments and survival, not just across our district but nationally and worldwide.

This forward-looking strategy was developed by engaging a broad spectrum of stakeholders, including patients and those with lived experience, clinicians, researchers, scientists, administrators, and industry partners.

Given our rich history in biomedical discovery, we challenged stakeholders to envision an ideal future state of discovery, innovation, and implementation.

This process began with defining our core strengths, identifying the enduring attributes that have defined our excellence over the past century, before producing an ambitious vision for the next 100 years.

We then systematically identified the actions and initiatives needed to align our trajectory for the next five years with this long-term vision, ensuring we were well-positioned to achieve our ambitious goals of implementing our impactful research for generations to come.

We confirmed our goals would aim to execute the discovery, innovation and implementation cycle of our research findings, enabled by and with focused objectives to strengthen community partnerships, increase our collaborations, and improve our sustainability.

Significant time was dedicated to articulating our guiding beliefs and central aims. As clinicians, researchers, educators, and scientists, we are acutely aware that our work often intersects with individuals in their most vulnerable moments.

While we strive for positive outcomes, we also recognise that survival alone does not guarantee that people will truly flourish in life after an injury or a diagnosis of illness. This underscores the strategy's focus, with the aim of patient centred thriving and wellbeing.

Adopting cancer as our fourth focus area of research will enable the Kolling to further its aim of addressing the complex challenges of long-term patient wellbeing.

We look forward to working with our researchers, clinicians and the community over the next five years as we drive innovative and translational research that makes a real difference to the health and wellbeing of the community.



A handwritten signature in white ink, appearing to read 'M. Nugent'.

Michael Nugent
Governance Committee Chair



A handwritten signature in white ink, appearing to read 'James Elliott'.

Professor James Elliott
Academic Director

The Joint Venture Partnership

The Northern Sydney Local Health District and the University of Sydney, as joint venture partners, are immensely proud of the impressive team of researchers working across the Kolling and their commitment to high-quality research.

Driven by a shared belief that research is the key to high-quality healthcare and consistent improvement, we welcome the new research strategy, and its clear framework for sustained research growth and success.

Clarity of purpose

The strategy is designed to foster real improvements in healthcare delivery. It will ensure the Kolling remains at the forefront of discovery, innovation, and implementation. The joint venture's purpose is to escalate the impact of research conducted across the Kolling. This comprehensive support ensures researchers are well placed to:

- » Progress scientific discoveries
- » Introduce new, innovative models of care
- » Broaden access to the latest medications and devices

There is strength in partnership

The joint venture combines individual resources to maximise research opportunities, meaning our researchers benefit from unparalleled access to:

- » The latest technology and world-class infrastructure
- » Large patient groups and philanthropic partners
- » Academic leadership and international collaborations

Investment in the future

The strategic approach strengthens the partnership while bolstering research performance now and into the future. We are committed to:

- » Supporting established investigators
- » Fostering a diverse group of early and mid-career researchers
- » Extending the Kolling's national and international reputation as a hub of research excellence
- » Demonstrating a commitment to workforce and planetary sustainability

Kolling Institute Governance Committee



**Adjunct
Professor
Anthony
Schembri AM**



**Professor
John Prins**



**Associate
Professor
Naomi Hammond**



**Professor Mary
Collins Chebib**



**Adjunct
Professor
Helen Zorbas AO**



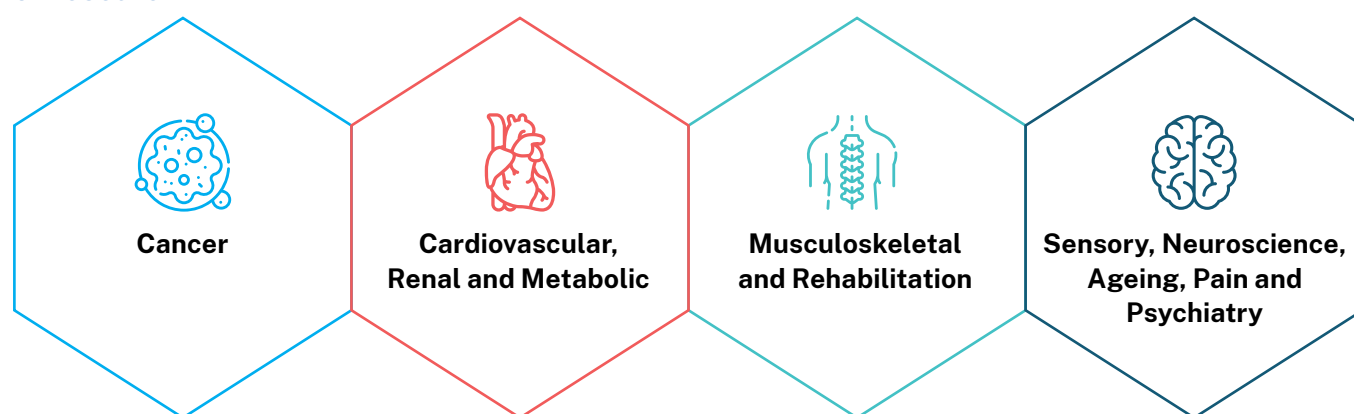
Irina White

The Kolling Institute – Who We Are

The Kolling, established in 1920, is the oldest health research institute in New South Wales.

Located on the Royal North Shore Hospital campus, the Kolling focuses on **accelerating discovery and innovation** through collaborative efforts with clinicians and community partners to implement new findings into clinical practice.

Our Kolling Institute Health Research Strategy 2026-2030 outlines four focus areas of research.



Supported by the joint venture, the Kolling is also a proud partner of the **Sydney North HealthCARE Innovation Precinct**, a dynamic ecosystem designed to accelerate healthcare innovation through collaboration and translational research. The Precinct brings together public and private health providers, research institutes, academic, and industry partners through co-location and shared governance to support the rapid translation of research and innovation into improved patient outcomes.

Located in the heart of the Precinct, the Kolling leverages the shared joint venture partner infrastructure, resources and networks within the Precinct, contributing to a sustainable research ecosystem that maximises its impact while reducing duplication and cost. Our co-location within the Precinct enables seamless collaboration between clinicians, researchers and industry partners,

supporting interdisciplinary projects and accelerates innovation. The Kolling supports and contributes to the Precinct priorities of delivering high-value healthcare, clinical trials as therapy and translational research, and embedding accessible education and training.

Collectively we embody the research and innovation vision set out in the **NSW Health Research and Innovation Strategy 2025-2030**: “A vibrant research and innovation ecosystem that improves the experience of delivering and receiving care; system efficiency and sustainability; and equity in access and health outcomes.” The Kolling is committed to working collaboratively with NSW Health and strengthening our partnerships with the community to ensure the research we do is relevant and equitable for our diverse populations, and contributes to the entire health system.



Through extensive discussion, a powerful and recurring theme emerged, thriving and wellbeing.

A snapshot of what the Kolling means to our workforce

Working at the Kolling means working with everyone – students, visitors, staff, clinicians, researchers. It's about working together towards common goals which hopefully contribute to something greater.

– **Staff member, Research Support**

The Kolling is a place where a strong culture of collaboration and support empowers passionate researchers to achieve better health outcomes for all.

– **PhD student, Pain**

For me, the word that comes to mind when I think of the Kolling is opportunity. Be it learning new skills, meeting world class researchers, or developing exciting cross disciplinary collaborations, the Kolling feels like the perfect place to be.

– **Post-Doctoral Research Fellow, Engineering/Endocrinology**

The Kolling is a place where everyone is driven by a shared purpose: to make a difference, to improve patient experiences, to optimise treatments, reduce harm, test new drugs, and make therapies accessible to all. We are committed to building new knowledge that will lead to cures in the future.

– **Laboratory Head, Pain Sciences**

The Kolling is where ideas cross borders, connecting patients, clinicians and scientists from Sydney to the world. I'm blessed to launch my clinical science career with these partnerships.

– **PhD student, Science**

The Kolling supports me as a clinician researcher by providing infrastructure, mentorship, and collaborative networks to turn clinical questions into impactful questions.

– **Clinician, Anaesthetist, Royal North Shore Hospital**

Having built my career within the Kolling, I've been fortunate to collaborate with clinicians, academics, support services, and a wide range of stakeholders. Their shared commitment to producing meaningful research leading to healthier communities continues to inspire me.

– **Operations Manager**

Working here means being part of a place where people genuinely care about the science and its impact. My colleagues and I share the same values, and the collegial, supportive culture makes the institute feel like a hub that nurtures good research – and the people doing it.

– **Discovery Scientist, Osteoarthritis**

Our Vision

To drive life-changing
healthcare solutions

Our Mission

We discover, innovate, and
implement our research to
improve health and wellbeing

**Our discoveries today will lead
to better health tomorrow**



Our Greatest Strength: Our People

We will work together to discover, innovate, and implement research in collaboration with our community partners, with a focus on growing and maintaining a research culture that drives, measures and reports on impactful science.

The Kolling's work over the next five years will centre on four focus areas of research, which are driven by our vision to drive life-changing healthcare solutions.



Cancer

Identifying and targeting drivers of disease to improve patient outcomes



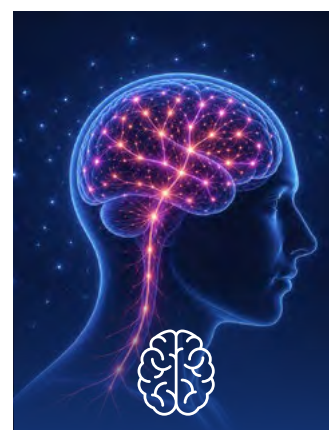
Cardiovascular, Renal, and Metabolic

Focusing on the prevention and treatment of diseases affecting the heart, blood vessels, hormones, and kidneys



Musculoskeletal and Rehabilitation

Addressing conditions that impact mobility, function, and quality of life



Sensory, Neuroscience, Ageing, Pain and Psychiatry

Unraveling the complexities of pain, healthy ageing, mental-ill health and developing effective management strategies for neurological disorders

THREE STRATEGIC OBJECTIVES

Strengthen our community partnerships | **Increase our collaborations** | **Improve our sustainability**

Our **three strategic objectives** will inform our direction across all four focus areas of research.

Collectively, we will:



Strengthen our community partnerships to ensure our research addresses the health needs and knowledge gaps that matter to our local, national, international and Indigenous communities.



Increase our collaborations to ensure our cutting-edge research has the widest possible reach, impact, and relevance.



Improve our sustainability to enable the next generation workforce to tackle the health problems of tomorrow, noting human health is directly linked to the planetary health.

Strategic Direction



Our **Kolling Institute Health Research Strategy 2026-2030**

will drive discovery, innovation, and implementation to improve health and wellbeing.

The Kolling is distinctive in that we leverage the generous support from our joint venture, which combines the strengths of the two partners and our prime location in Northern Sydney, providing direct access to:

- » A highly skilled workforce
- » Shared resources
- » Reduced operating costs
- » A diverse range of research strengths
- » Clinical trial participants
- » Direct links to Royal North Shore Hospital

It is with this support that we can continue to achieve research excellence. But, even with this, we cannot tackle everything.

To continue delivering and supporting high-quality world-class science with real-world impact in an environment that is increasingly complex, constrained, and uncertain, we need to adapt.

If we are to achieve our **mission**, it is our responsibility to apply our Kolling talents, growing collaborations, shared resources, and cutting edge technologies.



Naturally, we have acknowledged and celebrated our 100+ year history, but we realise and recognise our long-term relevance lies beyond mere existence. It is not enough to simply rely on the historical record.

In addition, we must acknowledge the inseparable link between the health of human populations and the state of natural planetary systems if we are to realise the greatest societal benefit.

Our strategic approach places the Kolling in a nimble and at-the-ready position to adapt to the current challenges and anticipated changes in the national funding schemes where future funding aligns with national priorities, research implementation, and measurable impact with a growing political momentum behind mission-driven research projects that are in partnership with industry.

This approach creates opportunities to optimise engagement across all Kolling researchers, gives clarity of purpose around expectations, achieves alignment with joint venture partner strategies, and enhances a feeling of belonging as we coordinate collective efforts towards achieving our **vision and mission**.

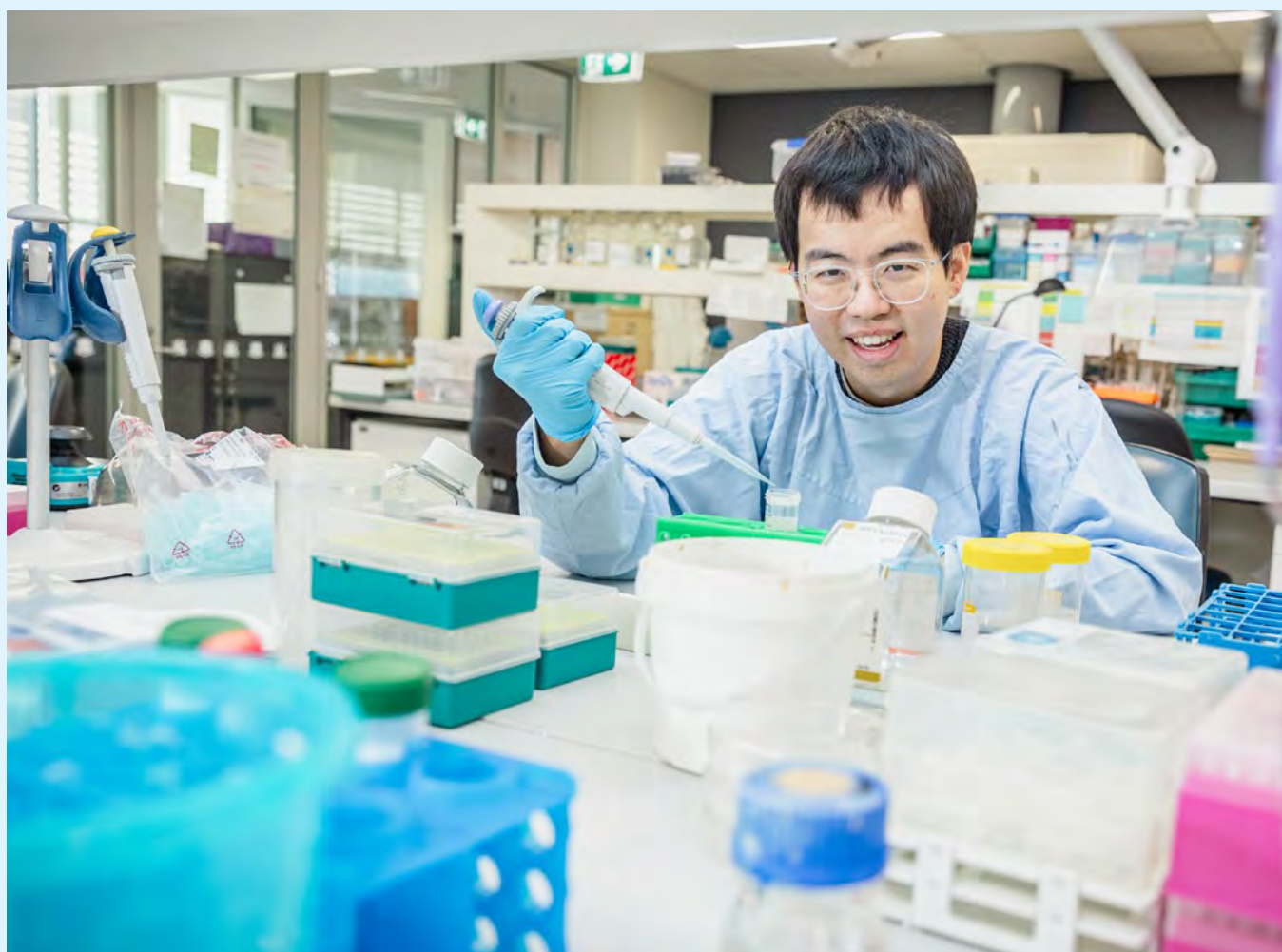
The joint-venture agreement also provides for a growing philanthropic partnership between Sydney Advancement (University of Sydney) and the NORTH Foundation (Northern Sydney Local Health District), dedicated to pursuing opportunities to secure the financial support needed to measure and realise impact and maintain long-term relationships with our generous donors.

Discovery Research

Discovery science underpins all implementation research, driven by curiosity, healthcare demands, national and international priorities, and supported by cutting edge technology and infrastructure. It demands a spirited trial-and-error approach that seeks to create solutions for significant real-world problems.

Discovery occurs at many points along the circular implementation pathway and is enabled by a culture of respectful and authentic partnerships with clinicians, patients, and community partners.

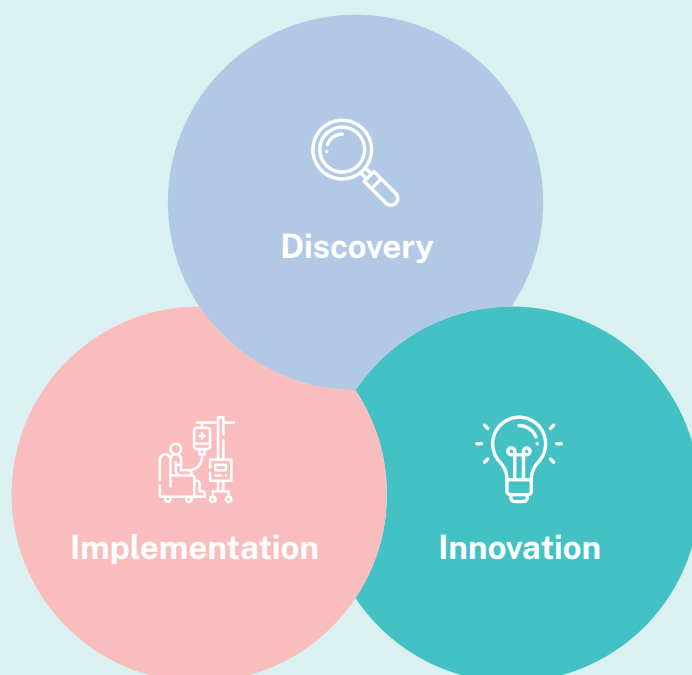
At the Kolling, collaborations are valued, ideas get discussed in the hallways, questions are raised over a cup of tea, solutions are realised in our laboratories, and clinical observations drive more scientific discovery.



Innovation

Innovation is the process of turning ideas into practical and valuable new products, services, or methods. It involves creating new pathways or improving existing ones and can be applied to a wide range of areas, from technology to problem-solving to workforce engagement. Ultimately, innovation leads to progress, and, in our case, research discovery and implementation.

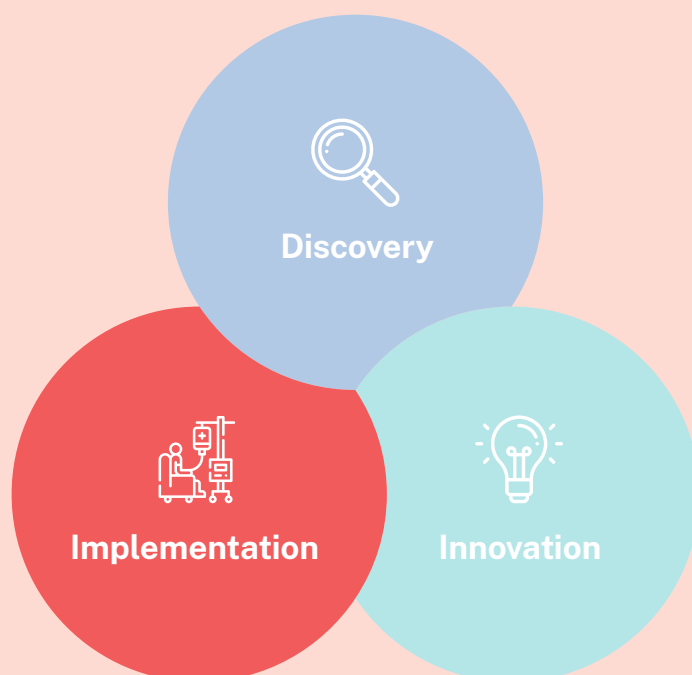
To realise our innovation, our research outcomes must challenge the status quo, be implementation ready, and positioned to be accessible for patients across our local health district, New South Wales, nationally, and worldwide. Driving meaningful improvements in health outcomes requires a commitment to our vision and mission.



Implementation

We believe the best outcomes are achieved through true interdisciplinary collaboration between research groups, clinician colleagues, and community and industry partners. Our location alongside Royal North Shore Hospital offers unique opportunities to implement research findings that directly and rapidly benefit the community.

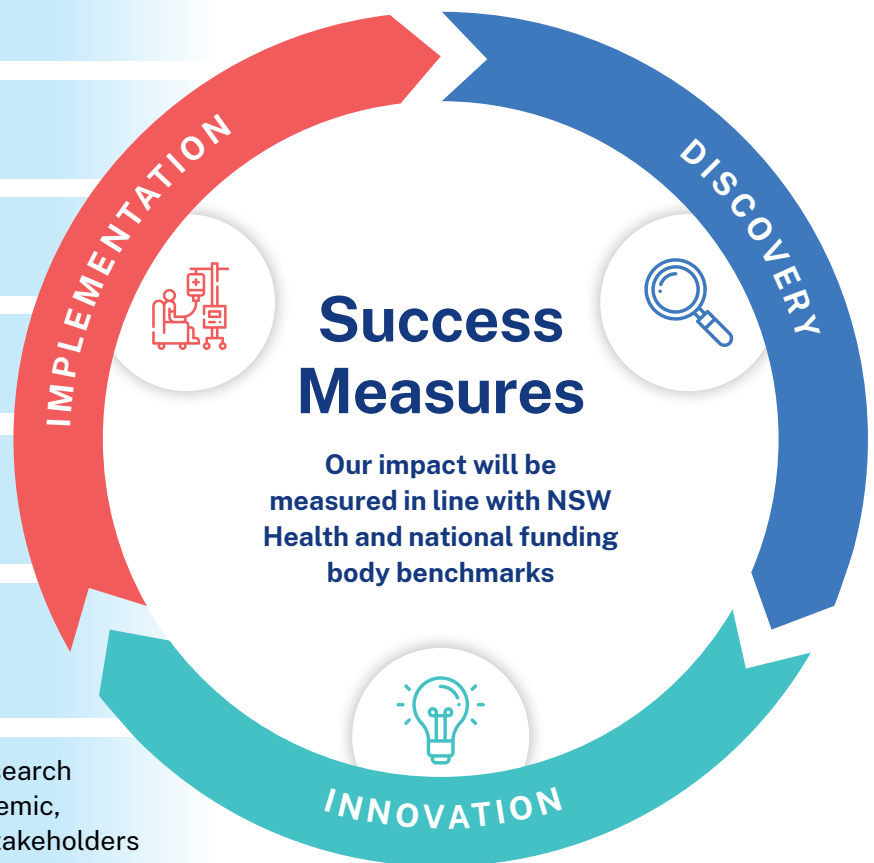
The Kolling's research workforce draws on a wealth of laboratory, clinical and academic experience to build the knowledge and capacity of our clinical, academic and health service partners in implementation science. We will continue to evaluate and report on our progress against this strategy to ensure we successfully implement and scale-up innovations in large and diverse health systems.



Research Excellence Across Our Cycle of Discovery, Innovation and Implementation

Success measures will include:

- » Greater representation in high-impact publications
- » Growth in Kolling-led major funding from category 1 to 3
- » An increase in collaborative funding with external partners
- » An increase in community participation in clinical trials
- » Greater engagement with Aboriginal and Torres Strait Islander communities
- » Discovery science outcomes incorporated in the design of clinical trials
- » An increase in multidisciplinary research programs in partnership with academic, clinical, industry and community stakeholders
- » More projects supported through the University of Sydney or Northern Sydney Local Health District commercialisation pathways
- » Greater recognition of Kolling researchers as global leaders across the four focus areas of research
- » Increase engagement with state and federal governments to inform healthcare policy



These metrics will help demonstrate the Kolling Institute's impact from innovative discovery science to tangible improvements in clinical care, and the health and wellbeing of the community.

Research Priorities Supporting Our Communities

Cancer Research

Burden of disease

Almost one in two

Australian men and women will be diagnosed with cancer by the age of 85 years

Almost 170,000

cases of cancer were diagnosed in Australia last year and it caused **53,500 deaths**

More than 500,000

Australians are living with cancer

Three in 10

deaths in Australia are attributable to cancer

Cancer cases and deaths are **increasing** in Australia each year, due to the **growing and ageing population**.

Innovative cancer therapies offering a positive way forward

“I am alive today due to research and feel enormous gratitude for the dedication and hard work of medical researchers.” This is a comment our cancer researchers at the Kolling Institute are thrilled to hear as it highlights how exciting new therapies are delivering encouraging outcomes.

The powerful quote is from 61 year old Jenni Blieden who was diagnosed with stage four, non-small cell lung cancer six years ago after feeling a faint ping in the thoracic area of her back. She had no other symptoms and had never smoked.

Her primary tumour had metastasised to her thoracic spine and was encroaching on her spinal cord.

Jenni underwent a T7 vertebrectomy and spinal fusion and commenced oral targeted therapy. A year later, she underwent a lobectomy and has continued on targeted therapy for six years. She has been cancer free for some years.

Today, Jenni is fit and well with few lasting side effects from her treatment.

She describes both the physical and psychological impact of her experience.

“I have very minor issues from the targeted therapy, like brittle nails, and minimal effects from my surgeries, but the psychological impact has been immense,” she said.

“I have experienced intense and challenging emotions including the shock and disbelief following diagnosis, fears about dying and anxiety around the surgeries, as well as ongoing anxiety about a recurrence.

“There have been some unexpected positive effects though as I learnt to focus on living in the moment. I have a greater appreciation for

Patients share their deeply personal experiences, illustrating the impact of our high-quality research and healthcare.

the support from family and friends and have enjoyed retirement and spending time volunteering and working in my garden.

“I am tremendously fortunate to have received the care that I did from a large team of healthcare providers, including my radiologists, surgeons and my medical oncologist and Kolling Institute researcher Professor Stephen Clarke.

“I appreciated the multidisciplinary team which planned and reviewed my care and offered a brains trust of specialists who worked together to bring many decades of expertise towards my healthcare.

“Each provider gave me valuable information, treated me with respect and delivered care in a kind and caring manner.

“I cannot overly stress the need for ongoing research into lung cancer.

“Despite it being the deadliest cancer, advances in research have delivered substantial benefits. The growing knowledge about targeted therapy has translated into new medications that can offer a greater life expectancy.

“Encouragingly, lung cancer mortality rates have decreased more than any other cancer type over the last 10 years due to advances in research.

“And research into the benefits of early detection has supported the commencement of free lung cancer screening in Australia.

“I would encourage everyone to support further studies and trials where they can.”



Cardiovascular, Renal and Metabolic Research

Burden of disease

Coronary heart disease is the leading cause of death in Australia, accounting

9% of all deaths

Cerebrovascular disease, including stroke, is the

third top

cause of death in Australia

More than 300

Australians develop diabetes (a metabolic disorder) every day and

120,000

have developed diabetes in the last year

Diabetes contributes to

11% of all deaths in Australia

Aboriginal and Torres Strait Islander Australians are

three times

more likely to develop type 2 diabetes than non-Indigenous Australians

The burden of chronic kidney disease (or renal disease) is growing in Australia: it affects

1% of all Australians, and

one in 20

people aged over 75 years.

The life-changing impact of clinical trials for complex conditions

For as long as she can remember, even before the age of 10, Emma Mac struggled with her weight. A number of challenging health conditions followed, but a clinical trial led by Kolling researchers has offered hope and greatly improved her life.

Emma was diagnosed with Polycystic Ovarian Syndrome, pre-diabetes and insulin resistance in her late teens – conditions which would take their toll.

“For the vast majority of my life I was morbidly obese, well over 100 kilograms from the age of 18,” Emma said. “In my adult years, it became apparent I had fertility issues as well, and I developed many painful kidney stones which required hospitalisation and emergency care.”

“These conditions have had a significant impact on my life, from being unable to conceive to being restricted physically in terms of movement and the experiences I could have. I found it difficult to find clothes, I needed afternoon naps to gain more energy, and I experienced self-esteem and confidence issues.”

Over the years, Emma received support from numerous general practitioners, specialists including endocrinologists and kidney specialists, and over the last two years, she joined a clinical trial based at Royal North Shore Hospital, and led by endocrinologist and Kolling researcher Professor Sarah Glastras.

The trial assessed whether a medication could not only support weight reduction but could preserve and increase muscle mass as well.

“During the trial, I received professional and expert support in every aspect,” she said.



“I received medication, regular pathology testing, dietitian support, body composition scans and face to face visits with the research team. This support enabled me to lose weight, gain fitness and strength, increase muscle mass and dramatically improve my overall health and wellness.

“It has made a huge difference to my life from increased self-esteem and confidence, nutrition knowledge, being my own health advocate and a role model to my children, through to higher levels of energy and focus.

“Research in this area is absolutely needed, given the rise in sedentary lifestyles, obesity and ultra-processed foods, not to

mention our worsening nutrition and the increasing rates of cancer and disease across the population.

“We need further studies to improve our combined health outcomes and longevity.

“I would certainly encourage others to take part in a clinical trial as the level of care I have received from the research team is the best I have experienced in my life.

“The team is caring, passionate and it was obvious that they were all driving towards making a positive difference not only for their trial patients, but for the broader community as well.”



Musculoskeletal and Rehabilitation Research

Burden of disease

More than 7 million

(30%) Australians live with chronic musculoskeletal conditions including arthritis, back pain and osteoporosis

Musculoskeletal conditions account for

13%

of the total disease burden in Australia

Australia spends

\$9.2 billion

on healthcare for musculoskeletal conditions each year

More than half

of people aged over 65 years live with a disability

Living with injury – which often requires rehabilitation services – accounts for just

over half

of the overall disease burden in Australia.

Patient-led research delivering lasting and meaningful improvements

For Cate Cameron, it is difficult to put into words the impact of her condition. She lives with rheumatoid arthritis with a lupus overlap, which she says has reshaped her life.

Cate says it is not a condition that you can put on pause or plan around.

“It is always there, affecting how I move, how I work, and how I connect with the world,” she said.

“There were so many times when I felt invisible and unheard, watching everybody else move forward, having children, buying houses, while I was just trying to live and function on even the most basic level.

“For nearly ten years, my condition was uncontrolled, and every day felt like managing chaos inside my own body.

“Even the simplest things that most people take for granted, like turning on a tap became difficult. The physical pain was terrible, but the emotional toll was something else entirely.

“The sense of isolation was overwhelming. I felt trapped, with no escape from living in my own body.”

Cate has lived with her condition for 14 years and spent many years trialling different approaches. She says her condition became more controlled after leading rheumatologist and Kolling researcher Professor Lyn March took over as her specialist.

“Previously, I had often felt unheard and unseen by doctors,” she said.

“Professor March treated me as an active part of my own care. She took the time to explain, to listen, and to involve me in decisions about my treatment and my life. Her approach was calm, patient, and deeply respectful. She never made me feel like my concerns were inconvenient. That alone was transformative.

“Her guidance and compassion helped bring stability into my life after many years of uncertainty. For the first time, I felt like I had someone who not only understood my condition but cared about how it affected the rest of my life.”

Cate is now part of the research community supporting the Australian Arthritis and Autoimmune Biobank Collaborative, or A3BC.

“The research at the Kolling has given me something that I did not have for a long time: hope that is backed by evidence.

“Being part of the research community has shown me that the work happening behind the scenes directly influences the care and treatment that people like me receive.

“What stands out about the A3BC is that patients are involved from the very beginning. The researchers have made a deliberate effort to include our voices in the design of studies and in conversations about what outcomes matter most. It’s not just about collecting samples or data.

“It’s about building a partnership where lived experience shapes the direction of the research itself. That level of inclusion is rare, and it makes a real difference.



“Knowing that I am helping to improve diagnosis, treatment options and long-term management gives me a real sense of purpose.

“The Kolling’s approach recognises that research can only be meaningful when it includes the people it is trying to help. The connection between clinical care and research is what turns information into change, and that is exactly what I see happening.”

Sensory, Neuroscience, Ageing, Pain and Psychiatry Research

Burden of disease

Australia is ageing rapidly: by 2026, **more than 22%** of Australians will be aged over 65 (up from 16% in 2020)

Dementia

is the leading cause of death for Australian women, and second most common cause of death for men

Almost half

of all Australian adults will face mental ill-health during their lives and suicide was the main cause of death for Australians aged 15 to 49 years in 2019

Chronic pain affects

3.4 million

Australians

40%

of early retirement is due to chronic pain issues.

Meniere's disease patients hope for new treatments in their lifetime

When Cecilia Ojeda was first diagnosed with Meniere's disease 20 years ago, she had never heard of the condition. It is a rare inner ear disease associated with hearing loss, vertigo and debilitating tinnitus. There is currently no cure with treatment largely aimed at managing symptoms.

Cecilia has suffered from vertigo for most her life, and when she was just 10 years old she was taken to hospital and diagnosed with epilepsy. She received medications and treatments for that condition for many years.

But after further diagnostic testing in Sydney, she was diagnosed with Meniere's disease. It has had a far reaching impact on her life. She experiences frequent dizziness, vertigo as well as tinnitus (ringing in the ears).

Cecilia was forced to leave her job in quality control. She cannot drive, and is often at risk of falling, which means it is difficult for her to care for her grandchildren.

Her condition is exacerbated by hot weather and noise.

"The world is too loud for me," she said. "It's too colourful and it is too crowded," she said.

"Even if I am lying down, I feel like I am falling, and I have felt like this for most of my life.

"My hearing is ok if everything is quiet, but the constant tinnitus is very difficult to live with.

"My fear is falling and my knees are bad from many falls. It seems like I am drunk, but I experience what is called a drop-attack, which sometimes happens out of the blue, and I suddenly fall to the ground."



Cecilia is part of a clinical research study led by world-leading Meniere's disease researcher Professor Jose Antonio Lopez-Escamez, who is driving innovative research into the genetic influences of the disease.

His team has discovered a rare GJD3 gene mutation which could greatly inform future treatment of the disease, and his investigators have developed the first humanised model of the disease ahead of gene therapy.

Cecilia is pleased to be part of the ground-breaking work.

"I hope that by being involved I may help progress crucial research for this little-known condition, and I may help my children or other families.

"If in 10 years there is a solution, I am going to be there.

"I have also greatly appreciated being able to share my experience with the research team, who understand what I am living with. I have found that most people don't have a good knowledge or understanding of the illness, even local doctors and specialists, so it's important to be able to discuss the condition with researchers at the forefront of the science into the disease."

Structured Support – Four Research Enabler Committees

To achieve our vision, a collaborative, integrated and efficient approach, drawing on joint venture partner resources and the collective expertise across all four research cornerstones, is required. To empower these vital research efforts, we rely on four essential research enabler committees:



Clinical Trials and Translation

The Kolling Institute is a national leader in translational research including clinical trials. This leadership is specifically supported by the Clinical Trials and Translation enabler, which supports and enhances operational capacity, performance, and sustainability, driving best practice in clinical trial activity. Collaborations and partnerships between researchers, healthcare providers and our wider community are central to our work and supported by the committee. The Kolling's prime location ensures researchers have direct access to patient groups and advanced facilities, which enables the conduct of high-quality research and implementation of discoveries into patient care, ensuring an efficient discovery-to-clinical-to-discovery pipeline.



Data and Informatics

A key initiative of the Data and Informatics enabler will be to support the development of new data-driven methods and applications (including genomics, multiomics, and AI models) that advance data science and facilitate research translation. This will include leveraging the partnership with AGRF – the Australian Genome Research Facility, and the introduction of the Single Digital Patient Record, which will provide a secure, holistic, and integrated view of the care a patient receives across the NSW health system. The access to real-time medical information from a single source will assist in driving the core discovery-clinical-discovery strengths. This enabler will also harness the joint venture resources for training in bioinformatics, statistics, and health economics.



Research Infrastructure and Support Service

The Kolling Research Infrastructure and Support Services enabler will lead the planning, consultation, and implementation for the strategic acquisition, sharing, utilisation, and technical support of scientific infrastructure in Kolling laboratories.

This work will be guided by the comprehensive Kolling Research Infrastructure Roadmap, developed in 2024-2025, which has identified a five-year plan covering priority research infrastructure investment and support goals. This enabler will ensure that Kolling researchers have knowledge of, and access to, state-of-the-art research infrastructure and support to progress their leading research and provide students with optimal training and experience.



Workforce and Culture

Our Workforce and Culture enabler supports a valued, representative, and stable workplace and healthy culture, fostering a strong sense of belonging, where everyone feels valued, accepted, and supported to thrive at work.

By embracing diversity and inclusion, the committee enables genuine participation and collaboration - making the Kolling a place to work, learn and grow both personally and professionally.

This commitment also underpins workforce sustainability, with a focused investment in supporting and developing early and mid-career researchers as the foundation of future capability and impact.

Partnerships

Growing our number of industry partners to strengthen and enhance our focus to discover, innovate and implement.



Powering multiomic solutions

AGRF – the Australian Genome Research Facility is Australia's leading provider of high-quality multiomic services, offering access to innovative technologies through its national network. Multiomics is a biological research approach that integrates multiple types of omics data, such as genomics, transcriptomics, proteomics, and metabolomics, to gain a more comprehensive understanding of a biological system.

AGRF has established a laboratory within the Kolling Institute through an exciting partnership which will broaden our genomics capabilities.

AGRF is equipped to support Kolling researchers, healthcare, and commercial industries with a range of services, from single-gene analysis to whole genome sequencing and biomarker discovery, all backed by comprehensive bioinformatics. It provides Kolling researchers with support in our discovery, innovation, implementation pipelines that empower our research, our commercial ventures and our healthcare initiatives.



Sangui Bio

Innovations in blood biomarker discovery

Sangui Bio works with our researchers to develop propriety methods that enable diagnostic biomarkers to be identified from a single drop of blood, with a focus on developing new technologies to enable commercial translation from protein discovery to clinically validated targeted biomarker panels and regulated tests in-market.



We would like to thank the large number of people who have helped to develop the research strategy.

From our joint venture partners to the Kolling Executive and Steering Committees, and the wider Kolling research community, thank you for your part in strengthening our research and shaping the future of healthcare.

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