Edition 2021



Health Sciences Research Center



Torbat Heydariyeh University of Medical Sciences

Strategic Plan

Health Sciences Research Center

Torbat Heydariyeh University of
Medical Sciences

2021-2026

Introduction

In today's world, human knowledge is changing and growing rapidly, and health, as one of the axes of sustainable development, plays an important role in the growth and excellence of human societies, and therefore conducting research in the field of health is essential. Since the progress in health in the last two centuries has been due to economic and social advances to medical interventions, the need for research in the field of prevention and promotion of health is doubly important. Given the recent social changes that have led to extensive and complex relationships of organizations with the environment, the need for a comprehensive program tailored to the existing conditions, capabilities and capabilities to conduct research in the field of health and health promotion is inevitable.

Planning is a continuous stream of systematic decisions that are implemented with the best information for the future. Strategic planning is basically an attitude and way of life that includes a commitment to action based on forward thinking and thinking, a decisive decision in the implementation of regular and continuous affairs, and an integral part of human movement throughout the year. Strategic planning can announce and score a specific answer in scoring prioritization and as a result decision for each move and its feasibility or non-execution, or express the changes of the organization for the implementation of each decision or the necessary operations for changes. In other cases and express the improvement of the outcome. The strategic plan shows the problems arising from future requirements and solutions to solve them correct the inevitable mistakes and make the right decision at the right time in order to achieve the desired future and take a step in a straight line according to the goals of each organization.

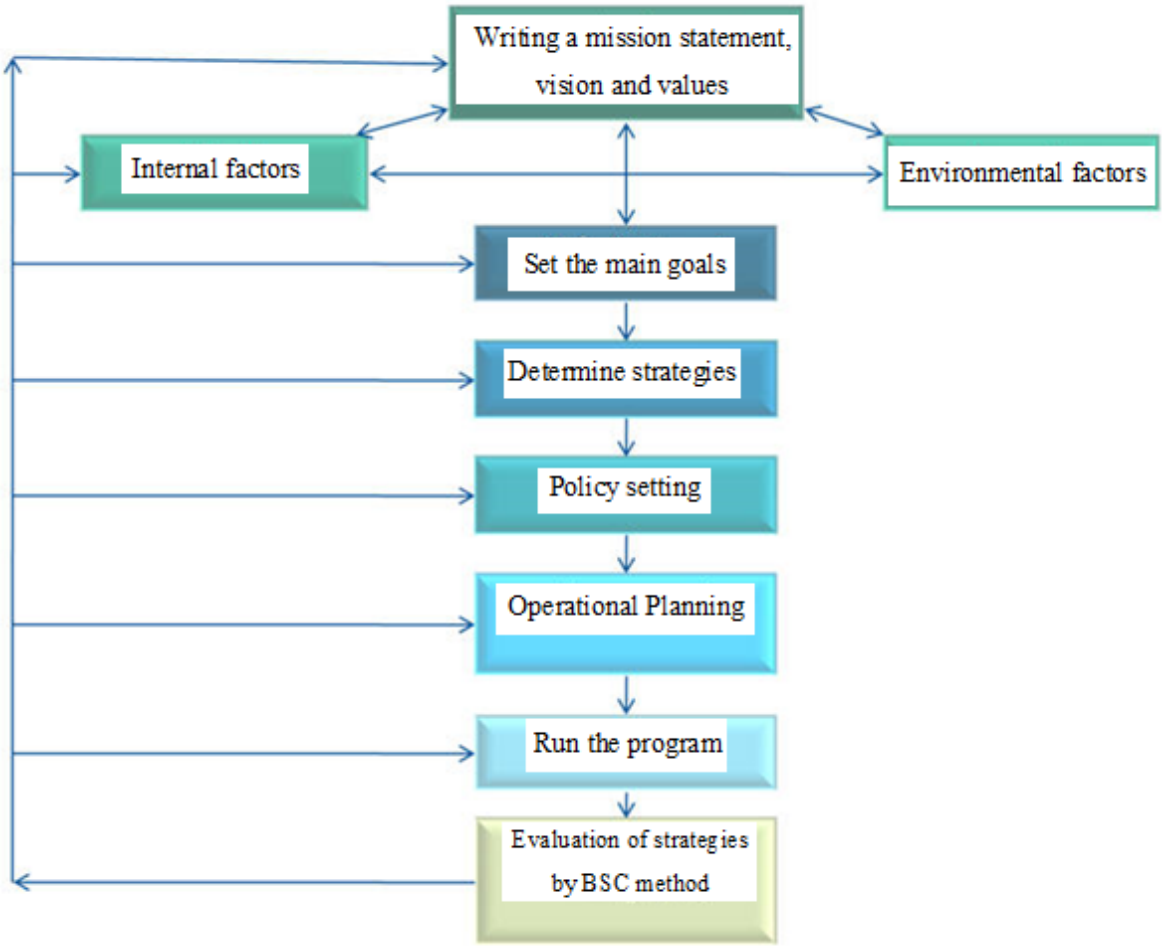
According to the upstream documents of the Ministry of Health and Medical Education and Torbat Heydariyeh University of Medical Sciences and Health Services, to achieve a worthy scientific and economic status, which is responsible for achieving most of these goals is the responsibility of academic and research centers, the center Health Sciences Research, as a member of the Torbat Heydariyeh University of Medical Sciences and Health Services, has tried to formulate a strategic plan in the form of a team work and with special attention to foresight and forecasting distant horizons, its mission in Promote the health of the community by conducting applied research in the best possible way.

Strategic plan writing team members

Dr. Hossein Ebrahimipour, Dr. Edris Bazrafshan, Dr. Hadi Alizadeh, Dr. Mohammad Hossein Delshad, Dr. Jafar Mosafer, Dr. Maryam Foroughi, Dr. Sajjad Rahimi, Dr. Mohsen Poursadeghian, Mr. Amin Allah Zarei, Mr. Mohammad Sarmadi, Dr. Mohammad Ghorbani, Dr. Mohammad Ali Mohaghegh, Dr. Omid Azizi, Dr. Hashem Heshmati, Ms. Maryam Feiz Arefi.

Introducing the center

Health sciences Research Center (HSRC) of Torbat Heydariyeh University of Medical Sciences affiliated to the Vice Chancellor for Research and Technology was established in 2018 with the approach of public participation in identifying health problems and solving them with the help of other development departments and with a community-oriented research vision. The transfer of knowledge and experience produced to other institutions and social groups and policy makers in the development sector in the form of internal and external communications or institutions inside and outside the country has been one of the most important goals of the center since its establishment. This center was approved in principle by the Development Council of the Ministry of Health, Treatment and Medical Education in 2019, and it is hoped that with the support of officials and the cooperation of faculty members in 1400, it will succeed in obtaining final approval from the relevant ministry. According to the principles of strategic planning in valid scientific texts, the following steps were performed in the strategic planning of the Health Sciences Research Center.



Research Center Strategic Planning Chart

The following is a description of each component of the Health Sciences Research Center's strategic plan.

Mission

The Health Sciences Research Center affiliated to the Vice Chancellor for Research and Technology of Torbat Heydariyeh University of Medical Sciences was established in 2017 with the approach of public participation in identifying health problems and helping to solve them with the help of other departments and community-oriented research in Khorasan Razavi province. The mission of the Health Sciences Research Center is to honor the motivations, efforts, new ideas, specialized and cross-sectoral collaborations, to encourage and support researchers to produce science, technology and to empower the academic

community at the national and international levels for promotion. The level of human knowledge in health sciences is the promotion of the health of the society with the help of the people themselves and the socialization of the health of the people. Empowerment of people in the community, people's participation in health-related measures, participation and cooperation between departments and practical use of health-oriented research are other values of this center.

Vision

During the next 5 years (2021-2026), we intend to make the Health Sciences Research Center one of the top 5 macro-research centers in the 9th Region and to provide the necessary infrastructure to become a Health Sciences Research Institute.

Values

• Observance of moral, human and Islamic principles
• Continuous monitoring of activities to improve quality
• Paying attention to the role of people as the most important beneficiaries of health research
• Promote assistance to people in expressing their health demands
• Paying attention to the role of internal and external organizations in health research and providing quality services
• Active partnership with other areas based on trust, respect and teamwork
• Maintaining the dignity and status of faculty members, students and colleagues
• Localization of knowledge and technologies used in health research and health care services
• Creating vitality and increasing social capital among members of the research center
• Prioritize local diseases in order to solve the problems of the people of the province
• Participation of medical students and young researchers in health related research
• Prioritize research projects related to community needs

Stakeholder

Internal stakeholder:

• Chairman of Torbat Heydariyeh University of Medical Sciences
• Vice Chancellors and administrators of universities and colleges

• Researchers and faculty members
• Students and university graduates
• Neuroscience Research Center
•Hospitals
• Health centers

External stakeholder:

• Researchers and faculty members of other universities and institutions of higher education
• Students and graduates of other universities and educational institutions
• Organizations and institutions complementing health centers
• Industries and factories
• Municipalities
• Related organizations and departments (regional water and sewage, environment, agricultural jihad, industry, mining and trade, social security, governorate, law enforcement, welfare, Imam Khomeini Relief Committee, etc.)
• Torbat Heydariyeh Saffron Research Institute
• Heads, deputies and directors of universities and educational institutions in the region

List of expectations of internal stakeholders

• Increase financial resources and save existing facilities and credits

• Attract the right budget for the center

• Define applied projects in the field of activities related to the center

• Promoting professors and students in various institutions to research the goals of the center

• Accelerate the scoring of defined projects

• Observing and supervising the principles of research ethics in all research projects

• Increase the publication of research articles in domestic and foreign journals with high effectiveness

• Citation of articles from in-university research

• Increase the H-index of the members of the center

• Increase the quality of the research journal and upgrade the journal to a higher index

• Holding training workshops by members of the center

• Gain rank in national, provincial and national festivals

• Observance of order and regulations by the staff of the center

• Proper maintenance of facilities and equipment of the center

• Communicating with other research centers in the country and abroad

• Obtaining grants from the World Organization to implement research projects

• Writing and translating books in line with the goals of the center

• Holding national and international congresses

• Presenting papers and participating in world and international congresses

• Take advantage of study opportunities abroad

• Approving the plan and cooperation with students in graduate dissertations

• Approval of plans related to the activities of the center

• Cooperation of the Research Center in publishing scientific articles in fields related to the field of activity of the members of the center

• Directing designs to practical designs

• Expand staff welfare services

• Increase staff motivation

• Optimal treatment of staff

• Attracting interested and active people as a member and research researcher

• Increasing the accuracy, speed and health of employees

- Completion of administrative staff
- Providing job security for the center's experts
- Development of physical space and facilities of the center
- Easy access to full-time high-speed Internet services at the center

List of expectations of external stakeholders

• Assistance and cooperation in the implementation of projects related to the center
• Approval of plans related to the activities of the center
• Approving the plan and cooperation with students in master's and doctoral dissertations
• Cooperation of the Research Center in publishing scientific articles in the field related to the expertise of the members of the center
• Holding related training workshops
• Collaborate with other centers on joint projects
• Satisfaction of fellow faculty members of other universities from the activities of the center
• Satisfaction of partner research centers outside the university with the activities of the center
• Save on research costs
• Recognizing the health and treatment priorities of the province
• Recognizing the health and treatment priorities of the country
• Research based on the needs of society and guiding projects towards applied projects
• Determining the effective social factors affecting health with the aim of promoting community health
• Awareness of students and people about the acquisition of methods based on prevention and health
• Provide statistics related to community health data
• Accelerate the implementation of research projects with supervision in accuracy and precision
• Designing and expanding joint research projects with other research and educational centers
• No cost to do repetitive projects
• Observance of ethical principles and honesty in conducting research projects
• Increasing the quality and level of the Journal of Research in Health and Medical Sciences
• Conducting applied research required by society
• Attracting students in research Ph.D.
• Solve the basic health problems of the city and province through effective and efficient research
• Timely payment of researchers' research credits
• Increase research credits

• Increasing research credits for non-faculty members not affiliated with the University of Medical Sciences

List of strengths and weaknesses factors (internal environment) prioritized

Strengths:

S1: Support of the University President

S2: Support of the Vice Chancellor for Education and Research of the University

S3: Support of the Vice Chancellor for University Support

S4: Food and Drug Administration Support

S5: Support of the Deputy Minister of Health

S6: Support of the head of the faculty

S7: Support of the Vice Chancellor for Education of faculty

S8: Support of the hospital administration

S9: Connection with other research institutes and research centers of the university

S10: Status and educational levels of experts

S11: The level of personnel skills in research

S12: Personnel motivation

S13: The degree of cooperation and participation of personnel

S14: Responsibility and accuracy of the center's staff in improving the research and work process of the center

S15: Integrity and integrity in personnel work

S16: Speed of tasks performed by personnel

S17: Satisfaction of faculty members

S18: Acceptance rate and critical attitude of faculty members

S19: Diversity of expertise and number of faculty members commensurate with needs

S20: The skill level of faculty members in research

S21: Level of motivation of faculty members

S22: The degree of cooperation and participation of faculty members

S23: Responsibility and accuracy in the work of faculty members

S24: Honesty and integrity in the work of faculty members

S25: The speed with which faculty members do work

S26: Satisfaction of faculty members

S27: Employees' relationship with faculty members and with each other

S28: Relationship of faculty members with each other

S29: Acceptance rate and critical attitude of faculty members

S30: The level of creativity of the members of the center in creating ideas and improving the research and work process of the center

S31: Transparency, codification and simplicity of the work process in the center

S32: How to monitor process execution

S33: Availability of epidemiologists, statisticians and experts skilled in assisting clients

S34: Regularity of center programs and meetings

S35: Access to and use of various laboratories at the university level

S36: Feeling like family members in staff and faculty members in successes and problems

S37: The rate of acceptance of the new program by staff and faculty members

S38: The spirit of contentment and avoidance of extravagance in the members

S39: Number of articles

S40: Number of citations to articles

Weaknesses

W1: Organizational Chart of Research Center

W2: Existence of students in specialized Ph.D.

W3: Number of staff and experts commensurate with needs

W4: Level of staff salaries

W5: Availability of English translator available to assist members in writing English articles

W6: Quantity and quality of Research Council meetings

W7: Degree of delegation to the Research Council of the Center regarding project approval and project budget

W8: Proportion of physical space and the amount of amenities to the volume of activities of the center

W9: Internet access

W10: Access to new books

W11: Access to related journals

W12: Laboratory facilities of the center

W13: The amount of educational and research equipment appropriate to the needs of the center (video projector, computer, print, scanner…)

W14: Number of national conferences held

W15: Quality of the Journal of the Center (JRHMS)

List of prioritized opportunities and threats (external environment)

Opportunities

O1: Support from the Ministry of Health and Medical Education

O2: Support of the Deputy Minister of Research and Technology

O3: WHO support and grants for health projects

O4: Compete with other research centers

O5: Government policy in equipping research centers and providing large research budgets

O6: The extent of patients' cooperation in research

O7: Existence of appropriate research fields in the province (infectious, non-communicable diseases, emerging and re-emerging diseases, addiction, high-risk behaviors, genetic diseases, malnutrition, etc.)

O8: Prioritization of research priorities by the Ministry

O9: Access to electronic resources and required articles

O10: Possibility of admitting graduate students at national and international level

O11: Adjacent to Afghanistan country with the highest health problems in the Eastern Mediterranean region

O12: The rate of acceptance of articles in prestigious international indexes

Threats

T1: How interactive research centers in the country interact

T2: How and to what extent the support of insurance organizations

T3: Solve the basic health problems of the province through effective and efficient research

T4: Provide research funding from sources outside the university

T5: The degree of cooperation of non-university medical departments in conducting research

T6: Poor communication between the center and industry and society

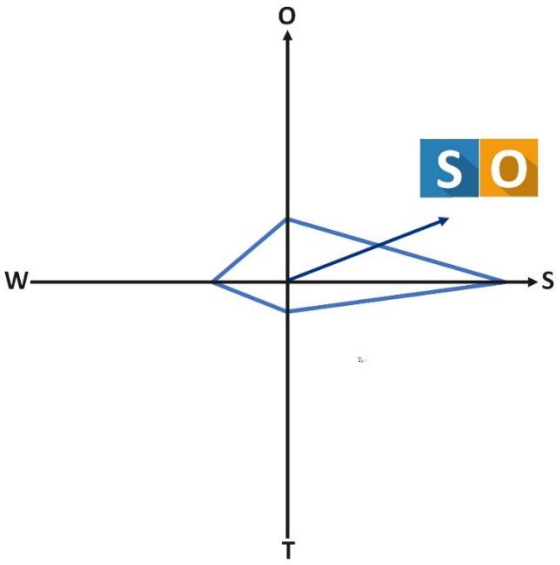
T7: Insufficient policies to support researchers

T8: Weak interaction between basic and clinical science groups to conduct joint research projects

T9: Non-recruitment of research faculty by research centers by the university

- Strategic position of Health Sciences Research Center (HSRC)

Internal and external matrix



WO Strategy	**SO Strategy**
WT Strategy	**ST Strategy**

Based on the analysis of the situation and evaluation of internal and external factors, the Health Sciences Research Center of Torbat Heydariyeh University of Medical Sciences is located in the **SO** region, which means that this center is in ideal and appropriate conditions in terms of internal factors and has many strengths. Also, in terms of evaluating the external environment, although there are threats to the center, but the center has many opportunities. Every organization is interested in always being in this position **(SO)** to be able to make the most of external opportunities and events by taking advantage of internal strengths. Utilizing internal strengths along with external opportunities can achieve the 5-year vision defined for the Health Sciences Research Center of Torbat Heydariyeh University of Medical Sciences.

- **According to the strategic position of the center, the strategies of the Health Sciences Research Center of Torbat Heydariyeh University of Medical Sciences to achieve the set vision for 5 years have been set as follows:**

List of Macro Strategic Goals (GOALS)

- G1: Development of knowledge and studies in the field of health sciences
- G2: Improving the quality of the research journal of the Health Sciences Research Center and increasing its score
- G3: Efforts to develop and promote public and private community health with a health science approach
- G4: Increasing the involvement of complementary organizations and institutions of health centers in the development of research programs
- G5: Promote and develop the position of the Health Sciences Research Center at the regional, national and international levels
- G6: Expand cooperation and development of knowledge and joint studies between the Health Sciences Research Center with other centers of the university and outside the university
- G7: Recruitment of research faculty members through annual university calls
- G8: Attracting research PhD students
- G9: Increase the number of expert manpower through annual university calls
- G10: Development of research on ordering and communication with related industries

List of specific goals (Objectives)

G1. Development of knowledge and studies in the field of health sciences	
• Increase of public health research projects	G_1O_1
• Increase of research projects in the field of environmental health	G_1O_2
• Increase of research projects in the field of occupational health	G_1O_3
• Increase of research projects in health and epidemiology	G_1O_4
• Increasing research projects in the field of biostatistics development and applying new methods in projects and dissertations	G_1O_5
• Increase of research projects in food and nutrition health	G_1O_6
• Increasing research projects in the field of addiction (such as prevention, effective factors, affective factors, effects on the family, etc.)	G_1O_7
• Registration of at least one knowledge-based company by the members of the center in the growth and technology center of the THUMS until the end of the program	G_1O_8

G2: Improving the quality of the journal of the Health Sciences Research Center and increasing its score	
• Publish at least 4 issues of Center Journal (JRHMS) each year	G_2O_1
• Improving the quality of articles published in the Journal in terms of new article titles by the end of the program	G_2O_2
• Improving the quality of articles published in the Journal in terms of study design and type of study	G_2O_3
• Increase the number of original articles published in the journal until the end of the program	G_2O_4
• Using experienced internal judges and creating appropriate motivation to cooperate in judging Journal articles	G_2O_5
• Using experienced foreign judges and creating a suitable motivation to cooperate in judging Journal articles	G_2O_6
• Obtaining a scientific-research license for the Journal of the Health Sciences Research Center until the end of the program	G_2O_7
• Holding regular meetings with the judges of the magazine and holding a workshop on the site of the Journal for the judges	G_2O_8
• Holding regular weekly meetings of the Journal's editorial board members on a monthly basis	G_2O_9
• Shorten the time for reviewing articles and timely publication of each issue of the Journal	G_2O_{10}

G3: Efforts to develop and promote public and private health in the community with a health science approach	
• Provide at least one guideline on one of the most common diseases in the province or city by the end of the program	G_3O_1
• Increasing the number of research projects in the field of needs assessment of common methods of treatment of diseases in health science centers at least once a year until the end of the program	G_3O_2
• Increase the number of research projects in the field of addiction (prevention, control and modification of the destructive effects of addiction) at least once a year until the end of the program	G_3O_3
• Holding joint conferences and seminars with organizations on how to promote health and increase awareness of community health axes at least one by the end of the program	G_3O_4
• Efforts to apply at least 30% of research results in policies, services and public education	G_3O_5
• Annually present the results of the studies to the Deputy Minister of Health, provincial policy makers and stakeholders for planning	G_3O_6
• Implement an annual program to inform, change behavior and gain support related to the center's tasks	G_3O_7

G4: Increasing the participation of complementary organizations and institutions of health centers in the field of research programs	
• **Recognizing complementary organizations and institutions and stakeholders and concluding a memorandum of cooperation with them**	**G_4O_1**
• **Increase joint studies with complementary health organizations and institutions by at least one by the end of the program**	**G_4O_2**
• **Membership and participation of at least 20% of the center members in complementary organizations and institutions until the end of the program**	**G_4O_3**
• **Stakeholder participation in formulating research priorities**	**G_4O_4**

G5: Promoting and developing the position of the Health Sciences Research Center at the regional, national and international levels	
• Upgrading the rank of the center among the group centers from the current rank of at least 10% annually until the end of the program	G_5O_1
• Increase the number of ISI index articles of the center by at least 10% annually by the end of the program based on the year 2021	G_5O_2
• Increasing the number of PubMed index articles of the center by at least 10% annually by the end of the program based on 2021	G_5O_3
• Increase the number of articles in the Scopus index by at least 10% annually by the end of the program based on 2021	G_5O_4
• Increasing the number of international joint articles to one per year by the end of the program based on the year 2021	G_5O_5
• Efforts to attract financial support from policy makers, officials of related organizations and departments, as well as stakeholders	G_5O_6

G6: Expand cooperation, knowledge development and joint studies between the Health Sciences Research Center and other research centers of the university and the region	
• **Concluding a memorandum of cooperation between the Health Sciences Research Center and other universities and regional research centers**	**G_6O_1**
• **Cooperation with university and regional research centers in the field of joint projects at a rate of at least 10% of the total projects approved by the center each year**	**G_6O_2**
• **Collaborate with university and district research centers to hold conferences and health-related conferences at least once by the end of the program**	**G_6O_3**

G7: Recruitment of research faculty members through annual university calls	
• **Approval of the organizational chart of the center by the end of the first year of the program (2021)**	**G_7O_1**
• **Obtaining a license to recruit research staff by the end of the second year of the program (2021)**	**G_7O_2**
• **Sending a call for faculty recruitment and recruiting faculty members by the end of the program**	**G_7O_3**

G8: Admission of Ph.D. by research student	
• Obtaining a license to admit a Ph.D. by research until the end of the second year of the program (2021)	G_8O_1
• Admission of PhD student by Research at least one course until the end of the program	G_8O_2

G9: Increasing the number of expert manpower through the annual calls of the university	
• **Approve the organizational chart of the center by the end of the first year of the program**	**G_9O_1**
• **Receive a license to accept expert manpower until the end of the second year of the program**	**G_9O_2**
• **Recruit the required manpower through the annual calls of the university until the end of the program**	**G_9O_3**

G10: Development of order-based research and communication with related industries	
• **Introducing the capabilities and potentials of the center through holding joint meetings between faculty members and managers of industries and organizations in solving their problems**	**$G_{10}O_1$**
• **Legalize how the members of the center relate to industries and centers outside the university**	**$G_{10}O_2$**
• **Using the abilities and potential of the faculty members of the center to meet the research and technology needs of industry and society and provide consulting services to executive bodies and industries at least two cases by the end of the program**	**$G_{10}O_3$**
• **Cooperation with economic centers and industries in the field of holding joint conferences at least one until the end of the program**	**$G_{10}O_4$**