



# ST.JUDE GLOBAL / KHCC REGIONAL QUALITATIVE RESEARCH CENTER

## STRATEGIC PLAN

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مركز الحسين للسرطان  
King Hussein Cancer Center



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## FORWARD

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As the Directors of the St. Jude Global (SJG)/King Hussein Cancer Center (KHCC) Regional Qualitative Research Center (Qual Center) at KHCC's Department of Pediatrics, it is with great enthusiasm and commitment that we present this strategic plan for the coming years. This document is not just a road map but a vision of our collective ambition to advance the field of qualitative research in healthcare, a mission more crucial today than ever before.

In a world increasingly driven by quantitative metrics and data, the power of qualitative research is often underestimated. Qualitative research provides us with the depth, the human stories, and the contextual richness that are absent in purely numerical analyses. Understanding patient experiences, caregiver emotions, healthcare provider challenges, and community attitudes cannot be neatly summarized by percentages or graphs alone.

Our Qual Center is a consortium of multidisciplinary experts, researchers, and clinicians dedicated to employing qualitative research methods that improve patient care and drive systemic change. We believe in the power of storytelling, empathy, and lived experience as valuable evidence in healthcare decision-making. We strive to bring out the 'human element' often missing in large-scale clinical studies through focus groups, in-depth interviews, ethnographic studies, and other qualitative methods.

The strategic plan outlines a framework for our core objectives, actionable goals, and key performance indicators designed to uphold the highest standards of research integrity and ethical conduct. Our aim is not just to publish papers but to contribute to tangible improvements in healthcare policy and practice. We want to form partnerships and collaborate with different departments within KHCC and other research entities globally to ensure our research is locally relevant and internationally recognized.

The Qual Center is committed to making each of those choices count. We are prepared to advance a patient-centered, culturally sensitive, and ethically grounded research agenda with the exceptional team at KHCC, our partners at St. Jude Children's Research Hospital, the stakeholders, and the community.

As you read through this strategic plan, we invite you to envision the groundbreaking potential of what we will embark upon. Your collaboration and feedback are not just welcome; they are essential. With a collective dedication to excellence, innovation, and impact, there is no limit to what we can achieve.

*Warm regards,*



**Rawad Rihani, MD, MSc.**

Chairperson, Department of Pediatrics  
Director, SJG/KHCC Regional Qualitative  
Research Center  
King Hussein Cancer Center



**Iyad Sultan, MD**

Chief Health Informatics Officer  
Associate Director, SJG/KHCC Regional  
Qualitative Research Center  
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## WELCOME

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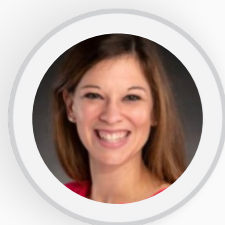
In April 2022, Dr. Iyad Sultan contacted me about establishing a center for qualitative research within the pediatric department at KHCC. Dr. Sultan and Dr. Rihani recognized the value of qualitative research methods for healthcare, the potential for this approach to transform the way we understand and treat pediatric diseases, and the ability for KHCC to be a national, regional, and global leader in this field. In 2023, the Culture and Communication team at SJG traveled to Jordan to conduct qualitative training workshops to help sow the seeds for this novel research center.

There is burgeoning interest in qualitative work. Qualitative methods complement quantitative research in healthcare and play a significant role in understanding the subjective experiences, perspectives, needs, and behaviors of patients, families, and healthcare providers. As leading institutions in treating childhood cancer and other catastrophic diseases, SJG and KHCC recognize the contribution of qualitative research in uncovering the human dimensions of illness and care, and informing more compassionate, patient-centered, and effective approaches to healthcare delivery and research.

This strategic plan aims to strengthen our commitment to conducting high-quality qualitative and mixed-methods research that improves pediatric patients' care and outcomes. Our plan focuses on building a collaborative and interdisciplinary research environment, fostering partnerships with other institutions and organizations, and leveraging the latest methodologies and technologies for qualitative research. We also aim to disseminate qualitative research to the broader scientific and medical communities and advocate for integrating qualitative research into clinical practice and policy-making. This innovative program will serve as a foundation for the establishment of qualitative research centers at our St. Jude Global Alliance partner institutions around the world.

By investing in this Regional Qualitative Research Center, SJG aims to uphold our dedication to providing holistic and patient-centered care, continue our mission to be on the forefront of multiple types of emerging pediatric cancer research methodologies, and ultimately make a meaningful impact on the lives of children and families affected by cancer and other catastrophic diseases.

We invite you to join us on this journey as we work towards achieving our strategic goals and shaping the future of pediatric research through qualitative inquiry. Thank you for your support and commitment to this vital cause.



**Dylan Graetz, MD, MPH**

Assistant Professor,  
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St. Jude Global









## INTRODUCTION

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The Regional Qualitative Research Center in the Department of Pediatrics at KHCC, in collaboration with SJG, is dedicated to enhancing the well-being of young people with cancer and hematological diseases by conducting impactful research that address their unique challenges. Our ultimate goal is to transform healthcare outcomes and create a lasting positive impact on patients' lives. By fostering collaborations, training experts, and exchanging knowledge we aim to contribute to the betterment of young patients' experiences with cancer and other hematological and catastrophic diseases.



## BACKGROUND

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The SJG/KHCC Qual Center represents a visionary initiative aimed at promoting the qualitative research in pediatric and adolescent healthcare, with a specific emphasis on cancer and hematological diseases in Jordan and the Middle East. This pioneering project seeks to become a global leader, shaping the future of healthcare research within these domains. The Qual Center seeks to extend its impact beyond borders, advancing qualitative research with the potential to enhance our understanding of these medical conditions, leading to improved interventions, informed policy-making, enhanced patient care, and the valuable enrichment of global healthcare knowledge.

## MISSION

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To advance qualitative research in the care of pediatric, adolescent patients, and young adults with cancer and non-malignant hematological diseases in Jordan and the Middle East, while promoting regional and international collaborations.



## VISION

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To be a leading regional and international center for high-quality, innovative, and impactful qualitative research in pediatric and adolescent oncology and hematological diseases.

# GOALS

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## SHORT-TERM

- Establish a solid foundation for the Qual Center
- Develop and strengthen qualitative and mixed-method research initiatives
- Foster institutional collaborations
- Build capacity in qualitative research through training and mentorship programs

## MID-TERM

- Publish high-impact research findings and establish best practices
- Foster a network of regional and international partners
- Expand the Center's influence and collaborations
- Generate actionable insights to improve patient care and outcomes

## LONG-TERM

- Achieve global recognition and leadership in the field of pediatric qualitative research
- Facilitate knowledge exchange and dissemination through scientific publications and conferences





## OBJECTIVES

- Ensure that the objectives are measurable and aligned with the hospital's research priorities
- Consider the potential impact of the research on patient care, policy development, or healthcare outcomes
- To enhance the quantity of regional research that focus on childhood cancers and non-malignant diseases, employing qualitative and mixed-methods approaches
- To promote a greater emphasis on utilizing qualitative and mixed methods research approaches among healthcare practitioners and researchers

## GOVERNANCE AND LEADERSHIP

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- Establish a governance structure for the research program, including a steering committee or advisory board
- Define the roles and responsibilities of program leaders, researchers, and support staff
- Ensure appropriate ethical considerations and adherence to regulatory requirements

## RESOURCE ALLOCATION

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- Determine the resources and personnel required to establish and maintain the research program
- Identify internal funding mechanisms. Seek potential external funding opportunities through grants, partnerships, or collaborations
- Allocate budgetary resources for staffing, training, equipment, software, research expenditures, conference and publication fees

## RESOURCES

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Research  
Expenses



Training



Conferences &  
Publications



Personnel



Equipment &  
Software

## RESEARCH FOCUS AREAS

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- Identify specific research areas or themes that align with the hospital's priorities and expertise
- Consider healthcare disparities, patient experience, healthcare delivery, quality improvement, or other relevant topics
- Ensure that the research questions are clearly defined and address gaps in knowledge or clinical practice

## RESEARCH METHODOLOGY

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- Focus on qualitative research methodologies that best suit the program's objectives, such as interviews, focus groups, or observations
- Develop standard operating procedures and protocols for data collection, analysis, and interpretation
- Consider mixed-methods approaches if appropriate

## PARTICIPANT ENGAGEMENT AND INFORMED CONSENT

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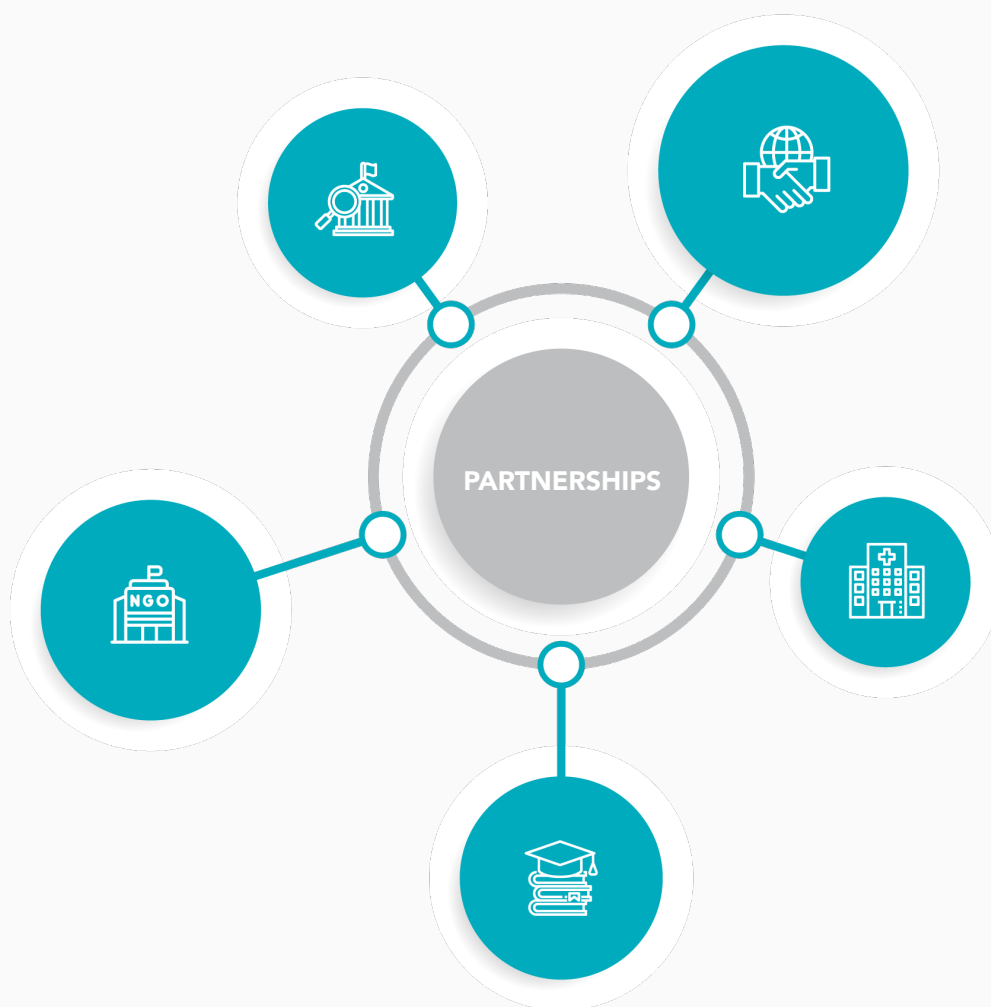
- Develop strategies to ensure the engagement and participation of diverse patient populations, healthcare professionals, and stakeholders
- Implement processes for obtaining informed consent and protecting participant confidentiality and privacy
- Ensure compliance with relevant ethical guidelines and regulations



## COLLABORATION AND PARTNERSHIPS

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- Foster collaborations with local and regional hospitals, offices, universities, community organizations, and local and international non-governmental organizations
- Seek opportunities to collaborate with interdisciplinary teams to enhance research outcomes
- Establish partnerships that facilitate participant recruitment, data access, or knowledge translation
- Expand reach to external partnerships/collaborations within Jordan
- Add regional components to include international collaborations





## TRAINING AND CAPACITY BUILDING

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- Provide training and professional development opportunities for researchers involved in the program. (Workshops, KHCC website, Cure for Kids Website)
- Foster a supportive research culture within the hospital, encouraging staff to engage in research activities
- Promote mentorship and knowledge sharing among researchers at various levels of experience



## KNOWLEDGE TRANSLATION AND DISSEMINATION

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- Translate research findings into actions that enhance patients' outcomes
- Identify and facilitate appropriate dissemination channels such as peer-reviewed publications, conferences, or policy briefs
- Engage in knowledge exchange activities such as hosting meetings, workshops, and events to foster sharing of knowledge and ideas
- Develop and strengthen qualitative and mixed-method research initiatives
- Foster a network of regional and international partners
- Build capacity in qualitative research through training and mentorship programs
- Generate actionable insights to improve patient care and outcomes



## **STRENGTHS, OPPORTUNITIES, ASPIRATIONS, AND RESULTS (METRICS):**

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We have adopted the SOAR (Strengths, Opportunities, Aspirations, Results) analytical framework to guide our journey toward excellence.

We have established a comprehensive framework combining quantitative and qualitative indicators to effectively evaluate the outcomes and metrics of our qualitative research initiatives. In quantitative terms, we will monitor the amount of funding secured for qualitative research projects initiated, completed, published, and presented at conferences. Additionally, we'll track the number of qualitative and mixed-methods research projects conducted. Moreover, we will measure our impact by monitoring the increase in new members and partners engaging with the Qual Center and the number of qualitative training sessions and workshops organized and attended.

Qualitatively, we will seek signs of administrative and institutional support for qualitative research within our organization. We will assess the extent of interdisciplinary collaboration achieved through our projects, reflecting the broader impact of our research. Furthermore, we will evaluate the evidence of skills development and mentorship within our team, highlighting the progress and expertise of our researchers. Feedback from the relevant communities will ensure the quality and impact of our research findings. Lastly, we will evaluate our recognition and reputation within the research community, considering our contributions to advancing qualitative research methods and their applications.

## **STRENGTHS**

- Support from the KHCC and St. Jude Children's Research Hospital/SJG
- Highly skilled and experienced team members

## **OPPORTUNITIES**

- Collaboration with local and regional hospitals and universities
- Engaging in multidisciplinary research initiatives

## **ASPIRATIONS**

- Become a recognized regional and international center for qualitative research in childhood cancer and non-malignant diseases
- To improve patient care and outcomes

## **RESULTS (METRICS)**

- Number of new and ongoing qualitative research projects
- Amount of funding
- Dissemination (publications and presentations)
- Increase in new members and partners
- Degree of collaboration and support
- Evidence of skill development (trainings and mentorship)
- Research impact



## EVALUATION AND QUALITY ASSURANCE

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- Establish mechanisms for ongoing evaluation and quality assurance of the research program
- Monitor the program's progress towards achieving its objectives and make adjustments as needed
- Collect feedback from researchers, participants, and stakeholders to continuously improve the program

## CONTINUOUS IMPROVEMENT

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- Regularly review and revise the strategic plan based on emerging research needs, technological advancements, or changes in healthcare priorities
- Foster a culture of continuous learning, innovation, and improvement within the research program





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