

## UNSW Medicine – building the future of health

### Our Vision

*UNSW Medicine leads world class multidisciplinary education, research and translation programs recognised for their impact and outcomes.*

### Our Mission

UNSW Medicine's mission is to impact on the communities we serve through:

- Providing world class undergraduate and postgraduate education and training experiences;
- Conducting world class health and medical research programs with high impact and translation;
- Attracting and retaining world class researchers, teachers, clinical academics and students;
- Integrating and aligning with our partners across UNSW, affiliated Independent Medical Research Institutes (iMRI's) and state and federal Healthcare and Health Services providers (across all medical disciplines).

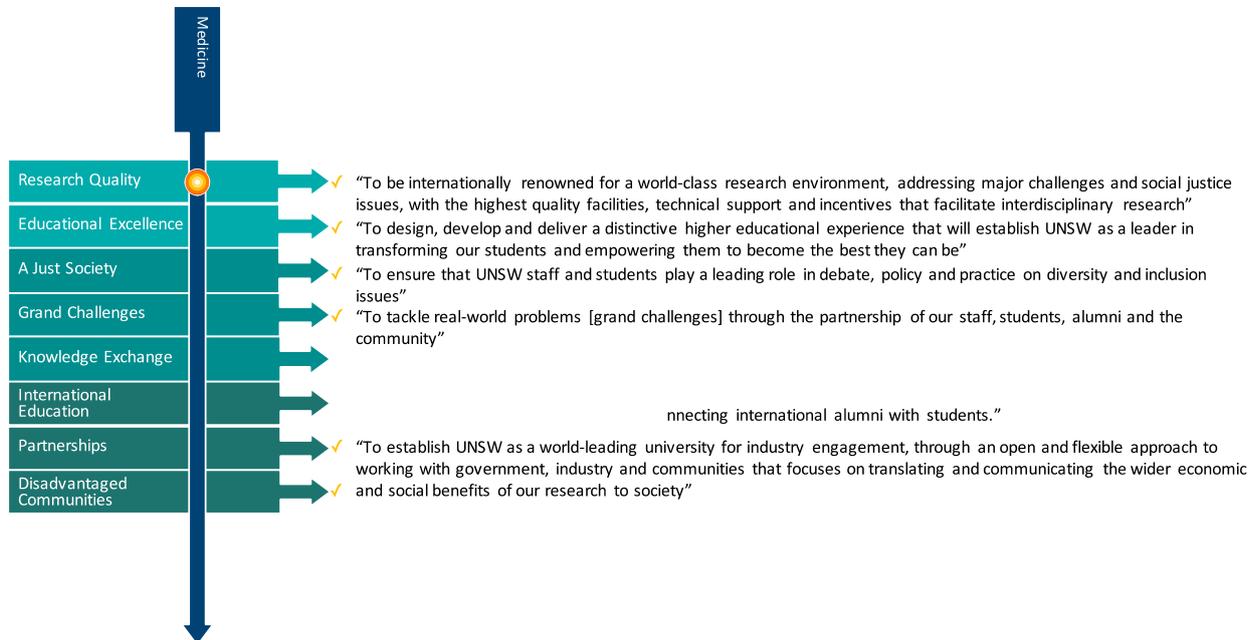
### Our Strategic Objectives

The major objectives of the UNSW Medicine strategy are to:

- Ensure sustainability and growth through:
  - Delivering progressive coursework programs based on best-evidence and innovation;
  - Growing our HDR cohort and managing on-time completions;
  - Develop new PG coursework relevant to our areas of strength, and
  - Strengthening our success in research grant funding, broadening our external revenue base through relationships with alumni, philanthropy and industry.
- Support and enable the University's 2025 Strategy.
- Champion and lead the emerging Academic Health Science Partnership (AHSP) and the health and medical research hubs associated with our clinical schools.
- Operate as one, unconstrained by our geographic breadth and current organisational boundaries.
- Build our capabilities around a focussed number of strengths, aligned to major health challenges of our society, which will drive remarkable health outcomes and for which we will be internationally recognised.
- Establish and benchmark measures of quality and excellence that reflect the UNSW Medicine aspiration to become a top 50 global medical school and recognised as a global leader in health and medical research, research translation and education on the International stage.
- With our partners build a unique, effective and efficient basic science and translational research and teaching environment.
- Develop effective and efficient systems, processes and infrastructure to support the faculty in the delivery of its strategic objectives and outcomes.

## Support for UNSW 2025 Strategy

UNSW Medicine is one of the largest faculties in UNSW and as such its success is crucial to the University's success.



### Strategic Drivers

The need for a new UNSW Medicine strategy is strongly influenced by:

- Worldwide trends towards research being aggregated into large, consolidated programs;
- Current sub-optimisation of UNSW Medicine capabilities due to fragmentation across multiple organisational and geographic units;
- Our relatively poor ERA performance in a number of areas which suggests priorities for development;
- The national environment for Medicine education and research is growing more competitive;
- NHMRC budget is forecast to decrease over the 2014/15 to 2018/19 budget period;
- State and Federal policies for funding leading to increased competition and poorer yield on grant submissions;
- Push to capture economic value of research discoveries – promotion of research translation and effective partnerships between research, industry and health care sectors;
- The emerging impact and opportunities of new technologies, and
- The existing and developing networks and infrastructure surrounding UNSW.

### Strategic Priority Areas

The UNSW Medicine strategy is built around six inter-related Strategic Priority Areas:

1. Education
2. Thematic Approach to Research
3. Partnerships
4. People
5. Platforms
6. Sustainability

These areas are described in the following sections of this document, with emphasis on the elements of the UNSW Medicine Thematic Approach to Research. Examples of proposed initiatives are drawn from individual and group consultation with the UNSW Medicine leadership team.

## 1. Education

Medical and healthcare professional **education** remains aligned to the existing UNSW Medicine Schools and affiliated healthcare facilities including teaching hospitals and community services. Proposed initiatives for education include:

- Delivering technology-enhanced learning blended with interactive learning experiences on campus and in clinical settings and on-line;
- Developing complementary approaches to clinical education to ensure that clinical resources including healthcare professionals and health facilities are most effectively utilised;
- Embedding research within coursework programs to foster future researchers;
- Further involving researchers as teachers in coursework programs;
- Delivering integrated postgraduate programs that reflect UNSW Medicine role as a “lifelong learning partner” to healthcare professionals and future healthcare leaders;
- Establish mechanisms to respond to and embed feedback from employers and Alumni, and
- Building the profile, scale and quality of Medical Education Research across the Faculty.

## 2. Thematic Approach to Research

The rationale of adopting a thematic approach to research is to leverage, focus and build scale on UNSW Medicine current and emergent strengths to achieve significant breakthroughs in areas of health that are of high importance to our society.

Multidisciplinary programs involving larger, coordinated, research teams are required to address contemporary health challenges. UNSW Medicine will develop a thematic approach as a means of focusing on and co-ordinating strengths and capabilities from within UNSW Medicine and its internal and external partners.

	<b>Themes</b>				
	Neuroscience, Mental Health & Addiction (Mindgardens)	Infectious Disease, Immunity & Inflammation	Cancer	Non-Communicable Diseases	Potential new Themes
<b>Special Populations &amp; Clinical Settings</b>					
ATSI					
Justice Health, Adolescents , IVDU					
Women & Children					
Primary Care					
Rural & Remote					
<b>Enabling Capabilities</b>					
Molecular Biology					
Genomics					
Single Cell Science					
Big Data in Health					

**Fig 1: UNSW Medicine Thematic Model**

Figure 1 on the previous page shows the key elements of UNSW Medicine's Thematic Research model.

- Research is primarily focused on **themes** that are characterised in terms of health outcomes;
- Themes are oriented to **translation streams**, whereby discovery is systematically translated into application, and where application informs the opportunity for discovery;
- Themes are dynamic: themes may emerge or be reconfigured over time;
- Themes create and implement **large scale research programs** to address grand challenges, generating new funding opportunities and resulting in high impact publications and beneficial health outcomes;
- Themes are complemented by UNSW Medicine strengths in **Special Populations** and **Clinical Settings** that are aligned to societal needs;
- The work of Themes and Special Populations and Clinical Settings will integrate capabilities across UNSW Medicine, our Healthcare partners and affiliated iMRI's.
- Faculty capabilities (for example in cell biology, genomics, etc.) will be coordinated and cross organisational and work across Themes and Special Populations and Clinical Settings. Cross cutting capabilities are designed to develop scale, nurture and grow our capabilities across the faculty and its partners;
- Diverse areas of UNSW Medicine and its partners contribute complementary strengths and capabilities across the spectrum of the translation stream;
- Themes foster collaboration and focus skills and knowledge from across **UNSW Medicine and its partners**;
- Themes co-ordinate the capabilities and strengths of the respective partners to bring the right people together to tackle complex problems with clear governance, leadership and accountability, and
- Large research and translation programs are supported by comprehensive enabling **platforms** that can be **shared across organisational boundaries**.(refer to 5 below)

### 3. Partnerships

The initial focus of the thematic approach is to build collaboration across UNSW Medicine and its partners. However, Medicine will develop and manage constructive partnerships with other faculties, iMRIs, partner Local Health Districts (LHD's), Primary Healthcare Networks (PHN's), national and global universities, industry and other interested groups. Proposed initiatives for Partnership include:

- Enhance relationships and ties between Clinical Schools and their partner teaching hospital and LHDs;
- Build the visibility and awareness of our collaborations internally and externally;
- Demonstrate the value of building strategic partnerships;
- Build Alumni involvement as lifelong partners in UNSW Medicine, and
- Enhance relationships with Industry, including Pharma, medical devices companies, health insurance companies and major philanthropic organisations.

### 4. People

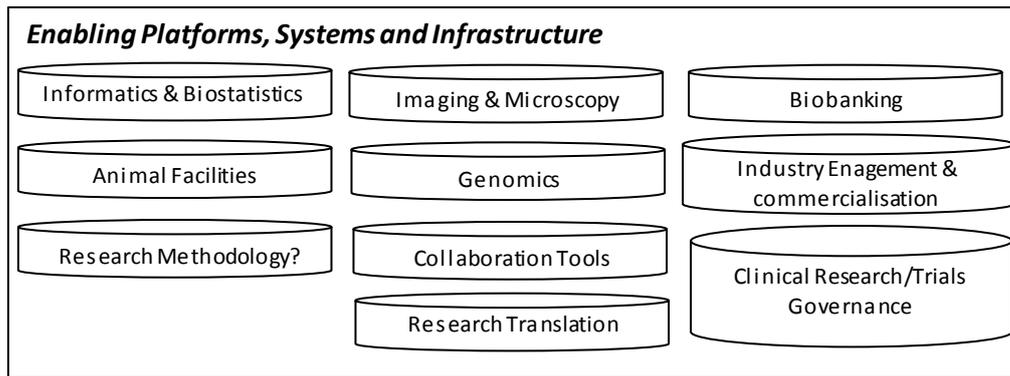
UNSW Medicine will invest in building high level capabilities within the themes. Facilitating the career pathways of young academics, clinicians and conjoint staff and professional staff is key to the success of our strategy.

Proposed initiatives for People include:

- Review governance and leadership arrangements and align to UNSW 2025 and Medicine strategic objectives;
- Clarify levels of performance and excellence;
- Engage researchers in Themes and Special Populations and Clinical Settings by providing resources and structure;
- Develop and retain our researcher capabilities;
- Establish Life Long Pathways with UNSW Medicine;
- Improve sense of belonging in our workplace, and
- Recruit and maintain great teachers and researchers.

### 5. Platforms

Shared platforms provide capabilities for capital and process efficiencies and support the Faculty's core objective of improving research quality, outcome and impact. In partnership with the Wainwright Analytics Centre and the Faculties of Engineering & IT and Science platforms to be developed or enhanced to support the thematic approach to research are identified in Figure 2 on the next page.



**Figure 2: Enabling Platforms, Systems and Infrastructure**

Proposed initiatives for Platforms include:

- Build ease of connectivity of our stakeholders via website content & design and implementation of suite collaboration tools to support the work of our members;
- Continually review delivery mechanisms & environment;
- Develop Big Data capabilities and establish a common approach for managing research clinical data, web based apps and social media;
- Establish a world class genomic capability;
- Streamline research governance;
- Build a world class integrated cellular imaging capability;
- Develop our capability to coordinate and support research translation and undertake clinical trials, and
- Enhance our capability for industry engagement and commercialisation of our research and education.

## 6. Sustainability

Achieving growth to reach UNSW Medicine’s targets will require significant increases in revenues. Proposed initiatives for Sustainability include:

- Grow Cat 1 and Non-Cat 1 research funding;
- Increase in HDR load and manage completions;
- Increase enrollments in PG coursework programs;
- Develop alternative secure funding sources;
- Review alignment of current operating and strategic funding and resourcing to support strategic objectives, and
- Improve effectiveness and efficiency of operational systems and processes.

## Goals and Objectives

Aligned with and informed by the UNSW 2025 Strategy vision of becoming a top 50 global university, UNSW Medicine will develop specific measures supporting the thematic approach. Measures will be based around:

<p><b>Community Healthcare Outcomes</b></p> <ul style="list-style-type: none"> <li>a. Improvements in clinical and primary health practice.</li> <li>b. Changes in policy, public health &amp; health management practice.</li> <li>c. Changes in the delivery of health care.</li> <li>d. Improved “survivorship” for cancer patients and other with chronic disease.</li> <li>e. Reduction in mental health &amp; drug and alcohol presentations to ED.</li> <li>f. Fewer falls in the aged population.</li> <li>g. Reduction in the suicide rates</li> <li>h. Reduction in health disparities.</li> <li>i. Reduction in communicable disease.</li> <li>j. Increase patient and community participation in health research.</li> <li>k. Prevention of health conditions.</li> </ul>	<p><b>Research Impact</b></p> <ul style="list-style-type: none"> <li>a. Increase in Category 1 Research Income by &gt; \$20M p.a (Go8 top 3).</li> <li>b. Increase in the number of publications and impact (% in the top tier Journals increased from ~23% to 35%).</li> <li>c. Increase in the number of HDR students per academic FTE.</li> <li>d. Achieve ERA 5 in all areas by 2020.</li> <li>e. Increase in the success rates of our grant applications.</li> <li>f. Increase in the % of staff with competitive grants.</li> <li>g. Increase in the number of conjoint staff with competitive grants and HDR supervision.</li> <li>h. Increase in the number of investigator-initiated clinical trials.</li> <li>i. Increase in the number of international visitors and collaborators.</li> </ul>	<p><b>Education Outcomes</b></p> <ul style="list-style-type: none"> <li>a. Improve student satisfaction to &gt;92%.</li> <li>b. Maintain Median ATAR entry &gt; 98.5.</li> <li>c. Increase UG completions of ATSI and students with disabilities.</li> <li>d. Increase in major teaching awards to our staff.</li> <li>e. Increase in the number of graduating students continuing into HDR and PG coursework.</li> <li>f. Increase in the number of UNSW professional development programs.</li> <li>g. Increase inter-professional education (IPE) PG training programs.</li> </ul>
<p><b>Connectivity and engagement</b></p> <ul style="list-style-type: none"> <li>a. Increase in the number of multi-organisation and multi-disciplinary grant applications and publications.</li> <li>b. Increase in the number of multi-organisation HDR’s.</li> <li>c. Increased participation in “Thematic” seminars and workshops.</li> </ul>	<p><b>Recruitment and retention</b></p> <ul style="list-style-type: none"> <li>a. Decrease in the % turnover of high performing staff.</li> <li>b. Reduce the time to recruit outstanding academics/clinical academics.</li> <li>c. Ability to attract world class (top 10%) researcher and clinical academics aligned to our strengths.</li> <li>d. Increase the % ATSI academic and professional staff.</li> <li>e. Improve gender balance across the academic and professional staff profiles.</li> </ul>	<p><b>Economic Targets</b></p> <ul style="list-style-type: none"> <li>a. Maintain the number of high quality International students in the UG Medicine program.</li> <li>b. Increase the International PG coursework and HDR student Load.</li> <li>c. Increase in the number of HDR on time completions per academic FTE.</li> <li>d. Improved “margins” on our teaching programs.</li> <li>e. Increase in the value of Category 2 to 4 grants secured.</li> <li>f. Improved utilization of research assets and infrastructure.</li> <li>g. Increase number of patents and IP agreements.</li> <li>h. Increase in the number of sponsored clinical trials.</li> </ul>

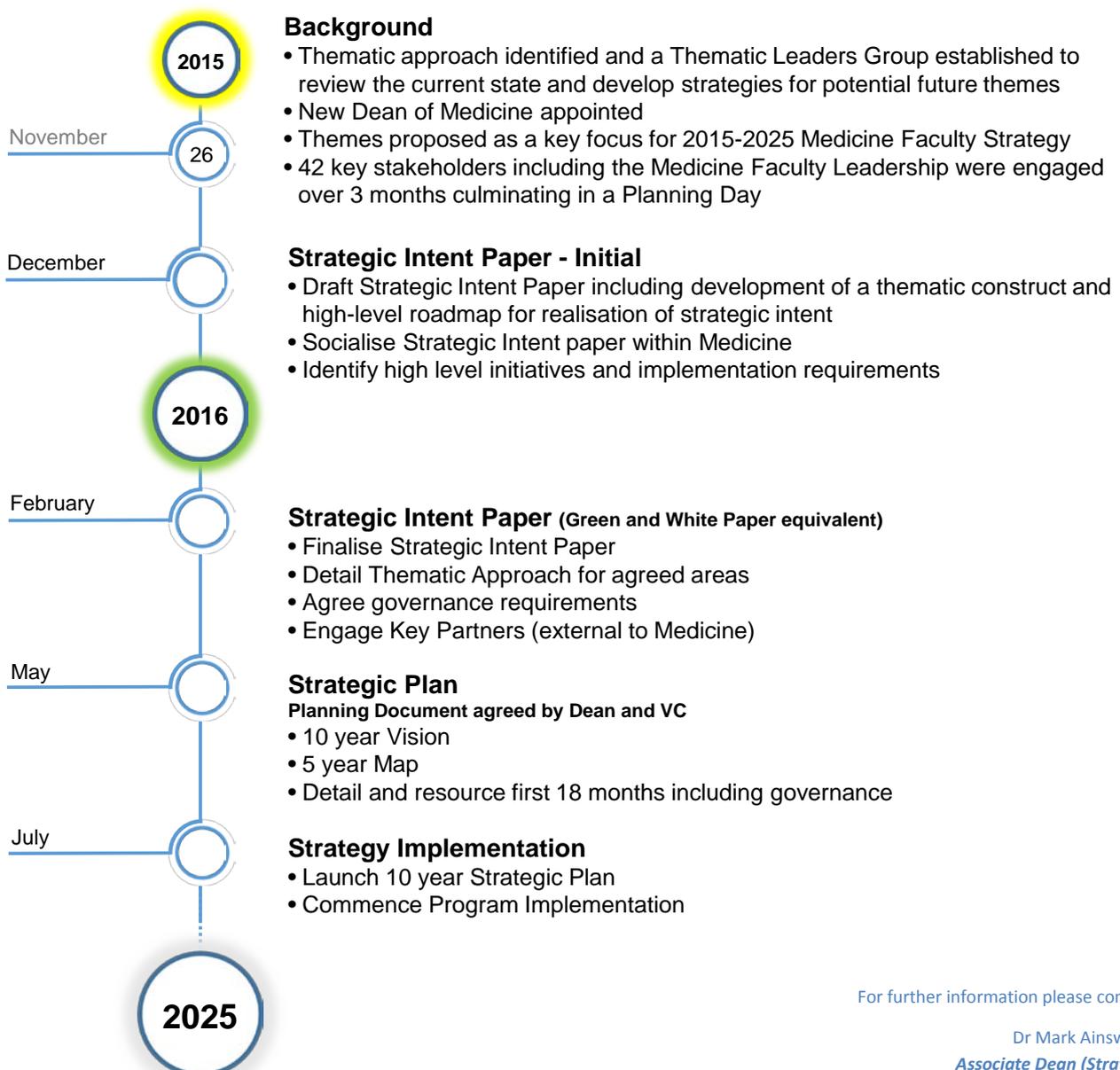
## UNSW Medicine Strategy Implementation

The Strategy process commenced with a round of stakeholder interviews and engagement leading to a faculty executive Strategy Planning Day, the outputs from which inform this Strategic Intent paper.

The Strategic Intent paper is a basis for engaging faculty staff and other key stakeholders in building and implementing a full Strategic Plan. The next steps in developing the Strategic Plan include;

- Establishing program and communication management for the Strategy implementation;
- Sharing our full Strategy with UNSW as our primary partner and supporter;
- Developing refreshed governance and communications;
- Developing costed and prioritized initiatives, and
- Communicating then seeking involvement from staff to lead and participate in Initiatives (Projects) that drive Medicine toward our Vision by implementing the changes determined by the Initiatives.

### UNSW Medicine Road map



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