

UNSW Medicine & Health Strategy

# Health 25



**UNSW**  
SYDNEY

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## Acknowledgement of Country and our place in it

The Faculty of Medicine & Health at the University of New South Wales recognises the unique position of Aboriginal and Torres Strait Islander peoples in both Australian and global culture and history as the original owners of the Lands and Waters upon which our campuses are located.

Aboriginal and Torres Strait Islander culture is one of the oldest surviving cultures in the world. We are proud of the remarkable resilience that Aboriginal and Torres Strait Islander people and communities demonstrate in their survival and recovery from the violence, discrimination and continuing disadvantage they face.

The Faculty is sorry for the practices, policies and actions which have contributed to the injustices and trauma of the past, including the forcible removal of Aboriginal and Torres Strait Islander children from their families and communities.

We note that Aboriginal and Torres Strait Islander health is not just the physical wellbeing of an individual but the social, emotional and cultural wellbeing of the whole community, in which each individual is able to achieve their full potential, thereby bringing about the total wellbeing of their community. It is a whole-of-life view and includes the cyclical concept of life-death-life. We acknowledge and respect the unique lived cultural experiences and ways of being and doing of Aboriginal and Torres Strait Islander health staff, which makes them powerful advocates and agents of change to improve health outcomes for their communities.

The Aboriginal and Torres Strait Islander health workforce brings an intuitive understanding of cultural safety and competence to an organisation. We value the understandings and achievements for all staff and students gained through knowledge of and engagement with Aboriginal and Torres Strait Islander perspectives and wisdom.

We are committed to the special, unique and critical position of Aboriginal and Torres Strait Islander peoples within the Faculty and within the communities the Faculty serves. We will develop methods for individuals and groups within the Faculty to implement their own processes for cultural safety, reconciliation and that will guide any subsequent actions. We will work to improve outcomes for Aboriginal and Torres Strait Islander people through everything that we do.

# Message from the Vice-Chancellor



I am pleased to introduce the UNSW Medicine & Health Strategy: *Health 25*.

Medicine has the power to transform lives; the extraordinary potential to have a positive, lasting impact on the health and wellbeing of people throughout the world.

Since its first students commenced in 1961, UNSW Medicine & Health has become one of Australia's preeminent medical schools, ranked among the top 50 in the world. The Faculty is an integral and vibrant part of UNSW Sydney; a champion of our commitment to equity, diversity and inclusion; and a leader in the grand challenge of improving health.

*Health 25* sets a course for UNSW Medicine & Health to pursue its noble ambition of improving quality of life for all by tackling the complex and important health challenges our society will face in coming years. The strategy's great strength is its unyielding focus on people, exemplified in the themes of Education, Research, Partnerships and People.

While this strategy looks to the future of health, the global health crisis during which it was developed should not go unacknowledged. The COVID-19 pandemic has reemphasised the critical importance of education, research and practice – coupled with international collaboration and human compassion.

The ambitious, altruistic *Health 25 Strategy* positions the Faculty to engage in education, research and clinical practice that can improve the health of people in Australia and around the world.

Importantly, the strategy recognises the interconnectedness of medicine with other disciplines in improving health and wellbeing. One of our great strengths at UNSW is our commitment to generosity of partnership, combining our strengths with those of our partners across disciplines and across the world. I am delighted that this collaborative spirit is entrenched in UNSW Medicine & Health.

The *Health 25 Strategy* reaffirms UNSW Medicine & Health as an exemplar of our University's abiding ethos of *Scientia corde mente et manu*: Knowledge by heart, mind and hand.

I look forward to the continuing contribution of UNSW Medicine & Health to the future of health, locally and across the globe.

A handwritten signature in black ink that reads "Ian Jacobs". The signature is written in a cursive, slightly stylized font.

**Professor Ian Jacobs**  
President and Vice-Chancellor  
UNSW Sydney

# Message from the Dean



Dear colleagues,

The UNSW Medicine & Health strategy describes our plans for the next five years. We started by asking two simple questions: what is the purpose of a Faculty of Medicine? And how do we achieve it?

We quickly realised that our overarching goal was to improve health, so set out to articulate a vision for how our Faculty could make the greatest contribution possible to achieve this. We sought input from all of our staff and students, our fellow Faculties, and our partners over a deep and broad process of consultation lasting several months.

The result is an overarching plan that speaks to our key tools to improve health: firstly our people, who are our faculty and are central to everything we can do; secondly, our role as a place of learning for students, that has a profound impact on the health of our community and people around the world; thirdly, our research which will show us how to best improve health; and fourthly our partnerships, which magnify our impact.

This document is about principles and priorities. It is not an implementation plan, as that comes next, and is at least as important. Our strategy seeks to articulate our identity and our principles as well as our goals. And speak to what makes UNSW unique and important. It articulates with the UNSW S25 strategy, and in particular its focus on 'Hand and Mind and Heart'- incidentally the title of the first book documenting the history of UNSW Medicine & Health, published in 1999. Through our history, we can build strength, and our Aboriginal heritage is another aspect of who we are that we seek to embrace, grow and celebrate through this strategy.

Finally, while there are many definitions of the word faculty, we choose to use the following from the Merriam Webster's Dictionary: 'the teaching and administrative staff and those members of the administration having academic rank in an educational institution'. Our Faculty is thus our people, and this strategy aims to be inclusive of all of our staff and students, and to celebrate their diverse backgrounds and the skills they bring. We have aimed to create a plan that is relevant to all of our people, and where each person in the Faculty can see themselves and their role.

By working together, we can dramatically improve the health of our community and people around the world. This strategy provides a roadmap as to how we can best achieve this for decades to come.

**Scientia Professor Vlado Perkovic**  
Dean, UNSW Medicine & Health

# A faculty fit for tomorrow as well as today



You can't take a step in the right direction if you don't know your destination. Accordingly, the start of our journey began with a vitally important question: what are the biggest issues in health, and what will be the biggest changes over the next ten years? And after reviewing our own strengths and potential, could we position ourselves to take advantage of the biggest opportunities and address the greatest challenges? We decided that no matter what challenges came at the health sector over the next decade, UNSW Medicine & Health would be there on the frontline. We had to be ready.

Tellingly, a topic that came up regularly in those early discussions was the possibility of a pandemic. Should we be surprised that our experts foreshadowed such a catastrophic health crisis without need of a crystal ball? Or rather should we find comfort in the fact that our depth of knowledge is such that we can stay well ahead of the curve? In truth, such foresight is a key strength.

But global emergencies like the coronavirus pandemic are constantly evolving and reach well beyond the confines of medicine. The complete shutdown of our global economy, the effects of isolation, income insecurity and disruption to the usual flow of activity



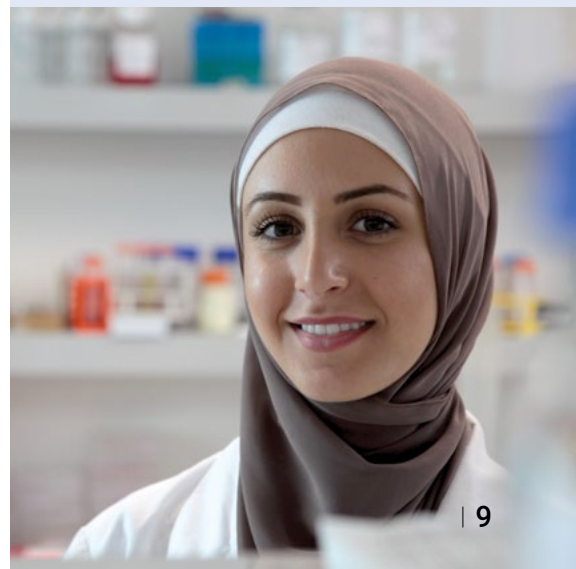
between communities has had a huge impact on general health. So at UNSW Medicine & Health we continue to think laterally, and we believe that having a visionary approach to the way ahead will be our buffer against whatever the world throws at us.

But while looking forward, we will not forget our history, and the history of our nation that continues to impact on the health and wellbeing of our first citizens. In our vision we seek to prioritise the health and wellbeing of Aboriginal and Torres Strait Island peoples, as this is a human right, not currently met.

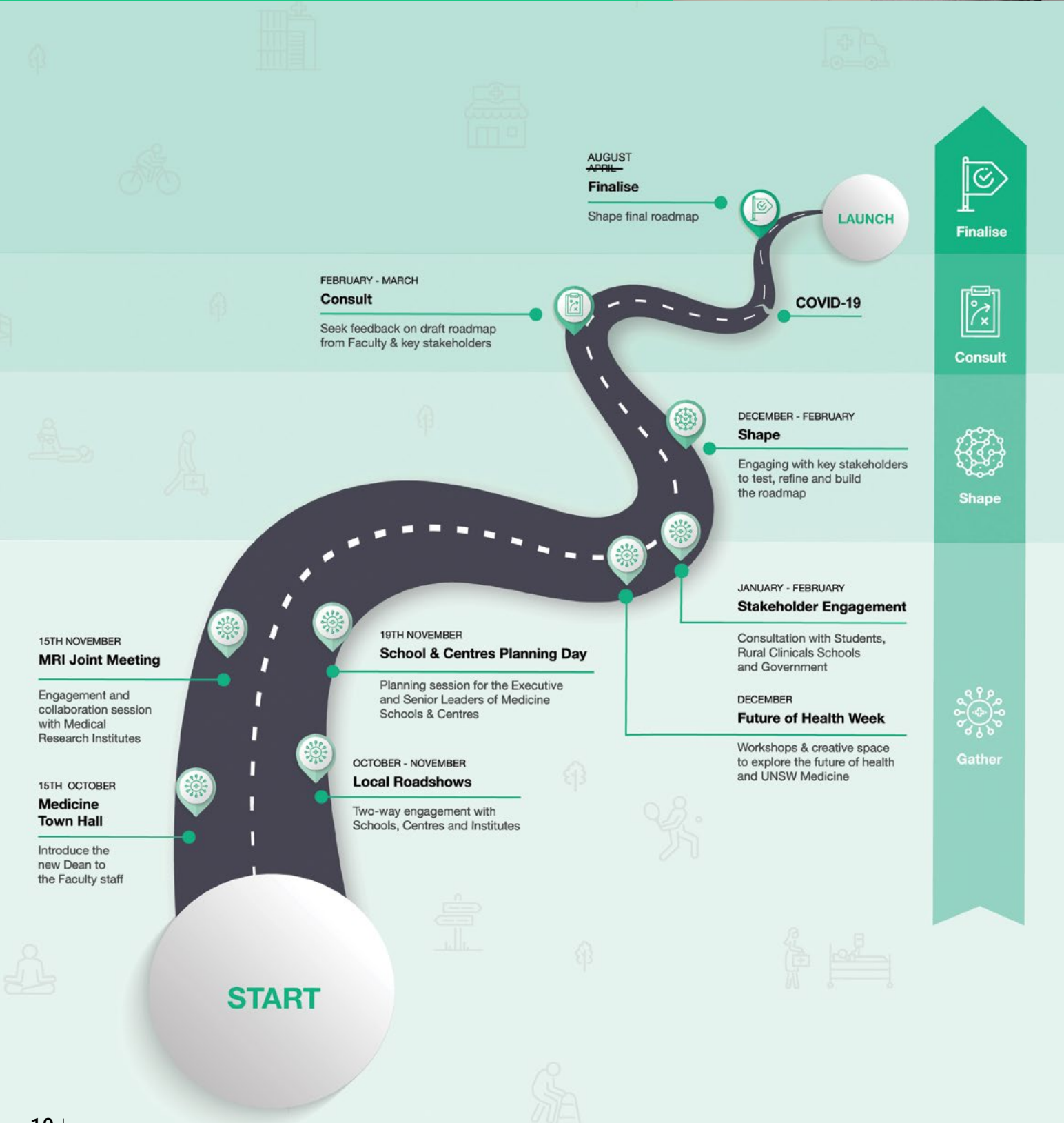
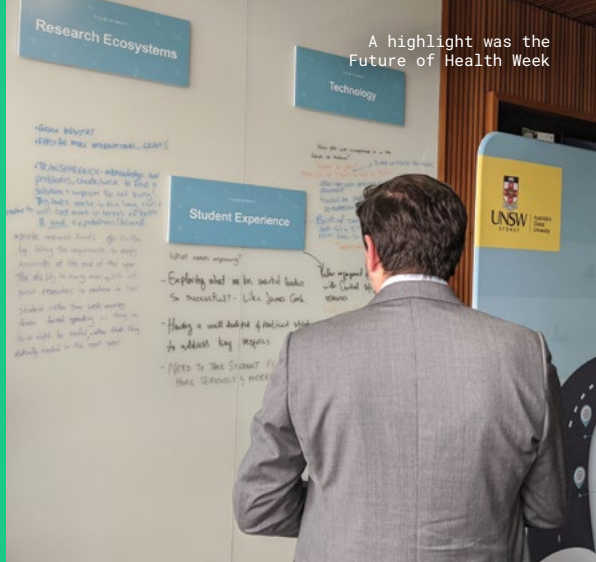
In developing the Health 25 strategy, we set out to keep our eyes wide open and sought not to place limitations on our thinking, all while remaining grounded by our overall vision and values. It is our hope that this strategy will allow us to be agile, adaptable and relevant, with a set of goals that are not only robust, but resilient to whatever the world has in store for humanity. Every decade brings change. Some come rapidly; some evolve slowly. But with our expert technical knowledge, our footprint across the sector, our human focus, and the depth in our strategic planning, UNSW Medicine & Health will be a leader in improving the health of our communities.

"Most people think 'man' when they think 'scientist'. Rarely do they think 'female', let alone 'muslim'. As a modern and emancipated woman, I choose to challenge this stereotype. Researching alongside some of the world's best scientists, I am fulfilling my dream of working towards discoveries affecting human life."

**Dr Nancy Haydar**, (PhD '17)  
Scientist  
Garvan Institute of Medical Research



# How we got here





"Being able to leave UNSW with a qualification that enables me to give back to my community has without a doubt been my greatest achievement. I am privileged to be able to serve my people as I do, and am reminded daily to stay humble and proud."

**Dr Khyarne Biles**, (BMed/MD '14)  
Emergency Registrar  
Dubbo Base Hospital



There's a frustrating tendency for strategies that have been created from the top down to feel dislocated from the real world. This wasn't going to cut it for us. At every stage, the focus has been on feedback and consultation. We can confidently say that this strategy is owned and embraced by our staff, students and partners. Why? Because it is all of us, together, who have built it. We have built it from the foundations up.

Off the back of the aspirational goals developed in October 2019, we invited immediate feedback through polls, and there has been a constant feedback loop in place for this strategic vision ever since. Taking a whole-of-faculty and beyond approach, everyone – from the staff on our city and rural campuses, to other faculties, clinical schools, research centres, institutes, and partners – was asked to provide their insight and experience. By pooling our collective experience across different sectors, and leveraging that intellect, we've been able to form a unified vision.

If there was one step on this journey that was a particular highlight, it had to be the Future of Health week. It delivered an unprecedented series of workshops, events and creative consultations, bringing together the diverse voices and opinions of our stakeholders. It was here that bricks bound with mortar, and the foundations of our strategy truly began to emerge.

It has taken nine months of hard work, gathering divergent viewpoints, shaping strategic ideas, and continuing consultation to finalise this vision. That may sound like a long time, but you can't take shortcuts when you're shaping the future of health.

Now this doesn't mean we know it all. No doubt there will be hurdles to jump and surprises ahead. But true leadership comes from leaning into this vulnerability, admitting we don't know everything and staying agile, eager and ready to adapt. This will be an ongoing journey. Our plan is fluid, and we will constantly remodel and reframe the strategy as we go to make sure we get to the best possible outcome.



Over 4,000 pieces of information and ideas collected from stakeholders



More than 38 events held



All stakeholder groups contributed and provided feedback



5 rounds of feedback and development



Maximised accessibility by using 12 different communication methods to reach a broader audience

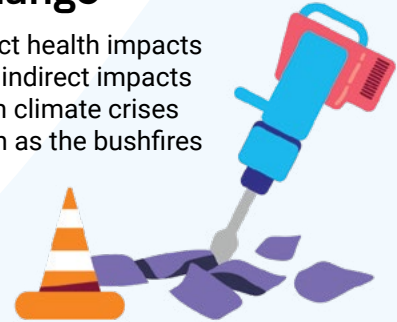
# Tapping into our expertise to predict the future of health

## Climate Change

Direct health impacts and indirect impacts from climate crises such as the bushfires



- a. Pollution
- b. Noise!
- c. Heat



## Technology

Health workers will need to be technologically savvy to drive technology advances, not just be technicians

Hi-performance computers



Running models quickly

- > More questions
- > Deeper answers

## Big Data & Genomics

Care mapping using statistical analysis requires doctors to understand and use data effectively



Genome ethics and legal implications and AI



Preventative Wellbeing



"Let's get in there early!"

At risk? Or overworked?

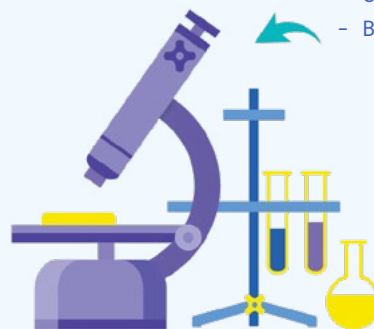


## Wellbeing

Holistic and preventative approaches will require new perspectives, training and changes to care models

Combined health precinct

Cross-faculty teaching  
- Biomedical engineering  
- Business

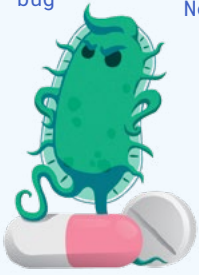


## Professional Evolution

Health workers will need to be continually upskilling to keep up with the latest changes and deliver what the community needs

Here comes next super bug

No. 2



## Pandemics

What will be the next COVID? What role does the Faculty have in ensuring we are ready?

Better partnerships

Teams all the way through



## Cross-Disciplinary Partnerships

The future of health involves engineering, science, business and more.

Patient empowerment

I've done my research



How do we adapt?

Key point

How do we recognise the unmeasurable?  
- Discovery science

## Changing Nature of Patients and Consumers

As demographics shift and patients embrace the information rich world we live in, the role of the health professional will be more of a partner than an authority.

Student's constructive feedback (without fear)



Connections to disadvantaged communities



## Equity of Access to Healthcare

Our planning and advocacy must always be viewed through the lens of the marginalised and disadvantaged and ensuring equity of opportunity for all.

## Education as a Partnership

Students will take a more active role in the design of their programs and their overall student experience.

# Who is UNSW Medicine & Health?



7,000 students, 1,244 staff, 3,881 teaching clinicians and adjuncts



Over 48,000 people across our network including students, staff, teaching clinicians, adjuncts and partners in our medical research institutes and centres



Over \$195.5 million in research funding



Contributing over 50% of the research funding for UNSW

Medicine at UNSW is more than the sum of its parts. While our community may centre around the UNSW campuses, it extends well beyond the gates, the states and even our national borders. Peel back the layers and inside you'll find researchers, conjoints, MRIs, students and practising professionals. And we're everywhere: from the bush to the big smoke; saving lives in hospitals, enthralling classrooms of eager students and experimenting at the boundaries of knowledge.

We're different, every individual amongst us. As diverse as the ecosystems of our vast, sun-baked land. Spanning many cultures, backgrounds and experiences, we're especially grateful for and value the expertise of our Aboriginal and Torres Strait Islander health workforce, who bring an intuitive understanding of our land, a focus on holistic health, and the importance of cultural safety and competence to our work. And we believe this is an important part of what distinguishes us as a Medicine Faculty: our research, education and engagement in Aboriginal and Torres Strait Islander business, and their universal importance in helping contribute to efforts to address current challenges in the broader practice of health and wellbeing.

Together, we harness the ideas and wisdom of tens of thousands of minds. A collective of powerful students and professionals with reach across the entire world of health. We're making an impact because we can combine resources, people and research in a way that enables us to stay diverse and flexible. And our broad range of partners helps us pivot and respond to crises rapidly and effectively. We're creating an entrepreneurial culture that capitalises upon the power and capacity of all our people working together, and with all elements of our society. This doesn't just pertain to the world of start-ups and private commerce; it means an approach to our work that rewards pro-active, bigger picture and dynamic ways of thinking. And it begins with each one of us being empowered to be entrepreneurial in whichever way we see fit. To be there, however the world needs us.

We all share a fundamental belief in the power of health to change lives. We find strength in our diversity, outward-looking attitude and openness to collaboration. With inclusivity and cooperation fuelling us, we can move in the right direction, safe in the knowledge that ours is a culture that thrives on delivering progress for all.

What the late Professor Cooper has done for humanity, at a global scale, cannot be overstated. Today, the impacts of his work are directly benefiting many hundreds of thousands of people. And his legacy will continue, ensuring that future generations are safeguarded, as far as possible, against HIV and other infectious diseases.

**Prof David Cooper AC,**  
Former Director  
Kirby Institute

Schools

- > Rural
- > St Vincent's
- > Prince of Wales
- > Medical Sciences
- > St George & Sutherland
- > South Western Sydney
- > Population Health
- > Women's & Children's Health
- > Psychiatry



Centres



Themes

- > Cancer
- > Infection, Immunity & Inflammation
- > Neurosciences, Mental Health & Addiction
- > Cardiac, Vascular and Metabolic Diseases
- > Non-Communicable Diseases



Independent Medical Research Centres and Partners

# A brief history of us

It's 1961. The first bricks are being laid in the Berlin Wall; Yuri Gagarin has just become the first human to orbit the Earth; the Beatles are busy writing tunes for their first album. And the Sydney Morning Herald is echoing messages from the 'establishment', calling the idea to open a Faculty of Medicine at The University of New South Wales a "crack-brained plan".

And in some ways, it was. That first cohort of 75 graduates took a gamble, rejecting the established options for something new, untested and experimental. Under the watch of first Chancellor Wallace Wurth, the initial goal was simple but succinct: strive for excellence. It was a risk for them and for the university, but it's safe to say their risk has paid off many fold as UNSW Medicine & Health grew to become one of Australia's great medical faculties. Continuing our evolution, the Faculty recently changed it's name to UNSW Medicine & Health.

Like other members of the Go8, UNSW continues to evolve in its never-ending pursuit of excellence.



The original Liverpool Hospital -  
Liverpool is now home to our  
largest clinical school

What has always made us different from some, however, is the way we've gone about it. Our reputation did not precede us: we have built it from the ground up. It takes dedication, intelligence, patience and passion to create a voice loud enough to rise above those already seated at the table and be heard across the world.

UNSW Medicine & Health's unique voice comes from our distinct origins. We started out as makers. Initially a technical college, we rolled up our sleeves and devised practical solutions to problems, proving our belief that it's the act of doing that makes our thinking stronger. And relying on our achievements rather than our birthright. In doing, you're hands-on with the world and those within it. Through this, our faculty has become a place where innovative activities create unexpected connections that lead to new ways of thinking, helping us to explore beyond the boundaries of what's possible.

As such, the Faculty has a history of embracing possibility, and taking on the challenges that emerge, regardless of how difficult they might seem. We can harness the technical capability of our engineering school or tap into the commercial knowhow of the business school, and the holistic capacity of all of the Faculties in one of the world's broadest Universities. By showing a willingness to integrate with other disciplines, over the decades we've been able to spearhead pioneering innovations that tackle some of the most complex challenges the field faces. And we've been able to pioneer new means of learning.

It's for all these reasons and many more, we are one of the top 50 medical schools in the world. Our ambition and excellence, paired with talented people who have a taste for innovation and a focus on equity, has frequently produced world-leading health outcomes.





“As the pioneer students in Medicine at UNSW we took a risk by enrolling in a completely new Faculty, shrugging off the comparative assurance of a long established Medical School whose alumni dominated the hospitals and specialist colleges. Instead, attracted by the excitement of a new venture and by the certain enthusiasm of our teachers pursuing the goal of a top class medical school, we became the first 47 UNSW Medical graduates. Thousands of UNSW Doctors have followed in our footsteps, still challenging the status quo.”

Associate Professor David De Carle and his fellow graduates from the first graduating class of UNSW Medicine & Health (MBBS 1961)

Forty Seven of the original students from the class of 1961 graduated. Eleven with honours, seven became professors or associate professors, 23 went on to become well-respected specialists in their field and 15 became practitioners or general physicians. Not a bad return on an investment for a ‘crack brained idea!’

## A Faculty of Firsts

Did you know it was UNSW Medicine & Health that offered the university’s first fully online Master’s degree? The southern hemisphere’s first postgraduate program in health data science? That it was our School of Psychiatry that developed some of the first online mental health programs?

It should come as no surprise then that our faculty has accomplished many great things in its relatively short existence – too many to list here. We could hang our hat on the Kirby’s institute’s life saving work to transform HIV/AIDS into a survivable disease. Or our forward thinking collaborative partnerships driving real results in medical research.

But there is so much more to us between these iconic achievements, and we acknowledge and celebrate all our wins, big and small. Who can forget our ophthalmologist the late Fred Hollows, widely acclaimed for his work in tackling eye disease and cataracts among disadvantaged communities. Or fail to take pride in producing Australia’s first Aboriginal surgeon, Kelvin Kong, who has gone on to instigate rural clinics across the country. And what about pioneering the delivery of gene therapy through a cochlear implant? These are just a few of the reasons UNSW has become a name that resounds throughout the world of health.

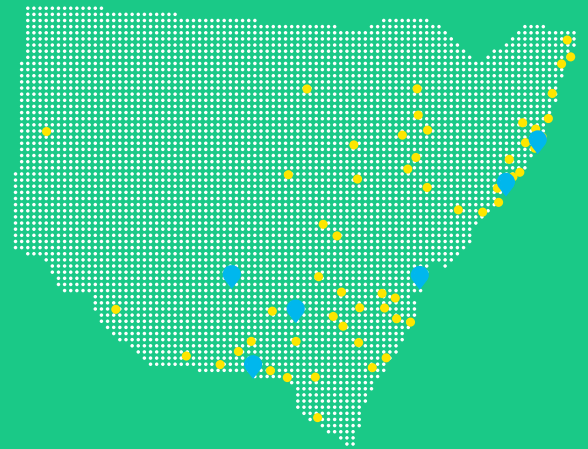




"In qualifying as the first Aboriginal Fellow of the Royal Australasian College of Surgeons, I've always been kept grounded by my family - my strength and inspiration. I am proud of my Aboriginal and Chinese cultural background, and being able to add diversity to medicine in urban, rural and remote communities."

**Dr Kelvin Kong**, (BSc/MBBS '99)  
Otorhinolaryngology (ENT) Surgeon  
John Hunter Hospital

**Our students travel  
and learn all across NSW**



## Our Own Backyard

Despite the rise to prominence of our global voice, UNSW Medicine & Health has always worked in service of the Australian community. Our journey may have begun at our Kensington campus, but it has expanded from there. First established in 1989, the South Western Sydney Clinical School took us well out of the eastern suburbs. Beyond the city, we have worked consistently to improve rural doctor numbers by providing world-class medical education in remote locations through our ever-expanding Rural Clinical School. There are now over 200 medical students learning at five campuses throughout rural NSW. In 2021, we will enrol 37 students who will undertake their entire medical training across rural locations, based in either Port Macquarie or Wagga Wagga.

More recently, we've built upon long-standing partnerships with local health districts and hospitals such as Prince of Wales, St Vincent's, St George and Sutherland, Sydney Childrens Hospital and the Royal Hospital for Women, to further extend our reach into the community. In 2018, we partnered with the NSW Government to develop the Randwick Health and Education Precinct. This precinct, which allows for the co-location of pioneering research alongside clinical practice, facilitates new levels of collaboration between healthcare and education. In fact, the Prince of Wales and Prince Henry Hospitals were the first

UNSW teaching hospitals, so it is appropriate that the precinct pioneers a new way of working. We are also working closely with our partners in other precincts across the state.

As strong as our ties are with the local community, the Faculty has also endeavoured over the years to play a more significant role in supporting communities overseas. Through the Institute of Global Development, we have worked on regional projects in Myanmar, Uganda, Fiji and the Solomon Islands. Through the Kirby Institute, we have developed powerful relationships in many countries across Asia, and through the George Institute we have access to centres and networks in China, India and the UK. Our researchers and students work within the local communities to provide advice, supplies, training and improve health.

How will UNSW Medicine & Health cement its legacy over the next decade? With this strategic plan in place, we will be able to bolster opportunities for state-of-the-art health education and training, taking us to the very forefront of health and modern medicine and into a dynamic, technology-driven future that benefits all.

# UNSW Medicine & Health Our Vision

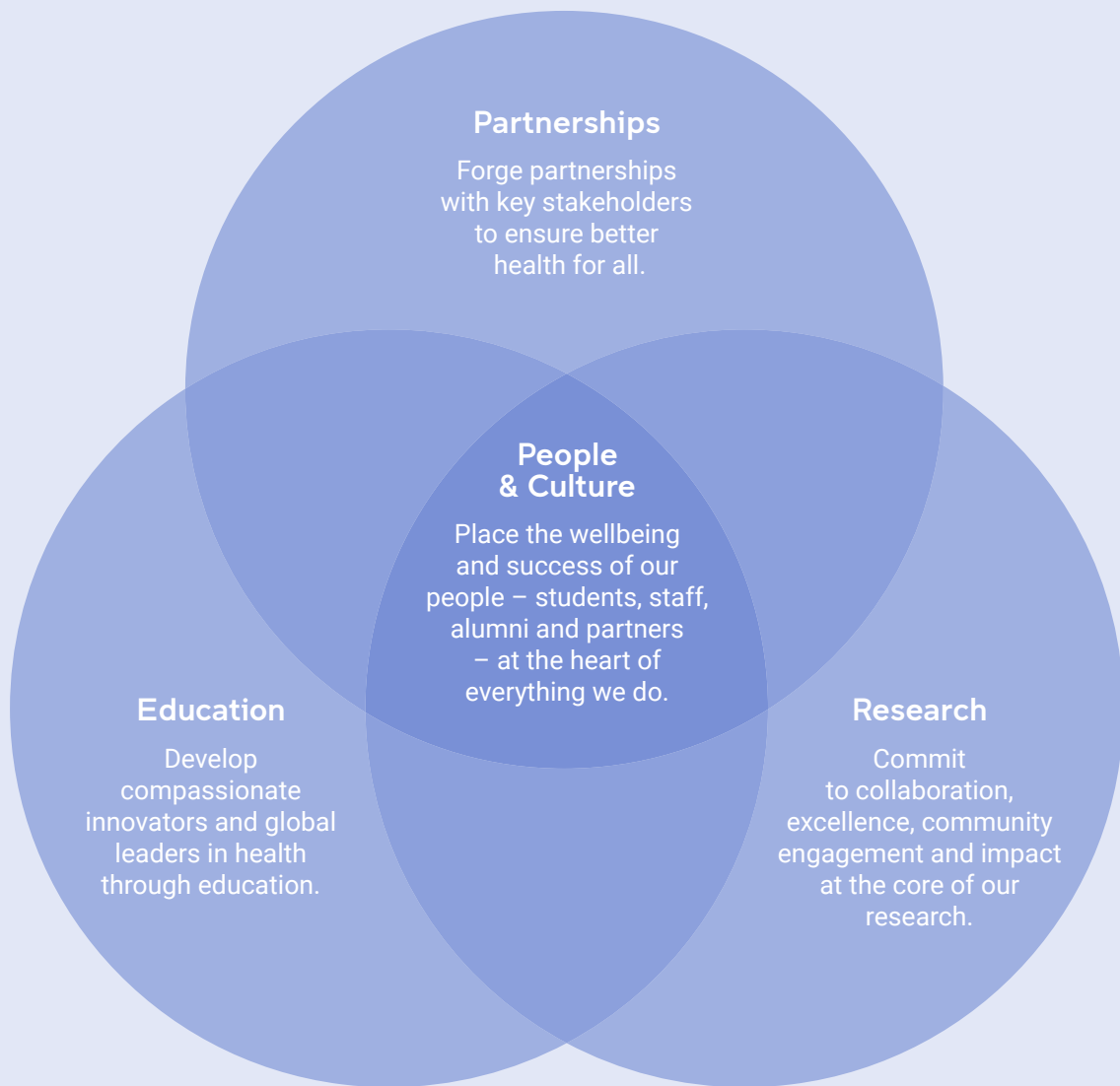
Improving health in Australia and globally, with a focus on eliminating health disparities.

Our willingness to address the most difficult and important challenges in health will differentiate and inspire us.

Our values will be based on excellence and impact, equity and diversity, innovations and accountability.



You provided the building blocks for this vision in the Future of Health Week



Health 25 sets out the vision for UNSW Medicine & Health over the next five years. Developed in consultation with our partners both inside and outside the Faculty, and looking through the lens of People & Culture, Education, Research and Partnership, this document articulates the ambitions and goals we collectively want to achieve.

Our Health 25 strategy is a living statement of intent regarding the journey UNSW Medicine & Health is on. It is essential because it allows us to see where we're going, but it also enables us to

hold ourselves to account. While good intentions are important, we will ultimately be judged by the kind of impact that we make.

Knowing where we are going is important, but it is only half the battle. The real hard yards will come as we all start to take responsibility for bringing this strategy to life. Over the next months and years, the strategy will start to be operationalised through our policies, collective actions, and our individual behaviours. This is the first step in our journey, and it is one we're excited to take, together.

# Our Strategic Priority Areas

## People & Culture

We believe it's our people who make our Faculty. And so, at UNSW Medicine & Health we are determined to **support the growth of everyone**: our eclectic and diverse community of students, staff, alumni and partners. Cultural safety is paramount; we are all about building an inclusive culture of lifelong learning and engagement.



**We will invest in everyone who makes up our Faculty.** This means:

1. Enabling people to fulfil their potential and be the best they can be. We'll do this by ensuring access to **proactive professional opportunities** and **self-determined personal development at every career stage**.
2. Diversity is not optional, it is a must. We will **work to recruit, support and retain** staff, students, alumni and partners of all backgrounds. In particular, we recognise the need for our staff to **accurately reflect the populations** we serve.
3. **We will grow and develop our Aboriginal and Torres Strait Islander students and staff**, so that we can serve the particular needs of their communities and build cultural safety in to all the work we do in UNSW Medicine & Health.
4. Our approach to succession planning, talent identification and career development will seek the **best role for every person and the right person for every role**.
5. Creating an environment that empowers all. So we'll set clear expectations, **promoting a culture of transparency and accountability** at all levels.

**We will help people to make great things happen.** This means:

1. **Designing and implementing approaches to work** that have quality and the user experience at heart, making technology equitable for all.
2. **Providing tools and technology that inspire and enable what our people do**, rather than dictate how or where they should do it.
3. Incorporating the principles of co-design, in order to **actively seek and implement ideas that work for our communities and stakeholders**, no matter how left-field they may be.
4. Creating an entrepreneurial culture that **rewards pro-active, bigger picture and dynamic ways of thinking**.



"I think this is an inspiring strategy and shows the university's determination to support all students in many different aspects of their education. UNSW will not stop at just supporting their Medical Education but prepares their students for work/life skills outside just treating patients."

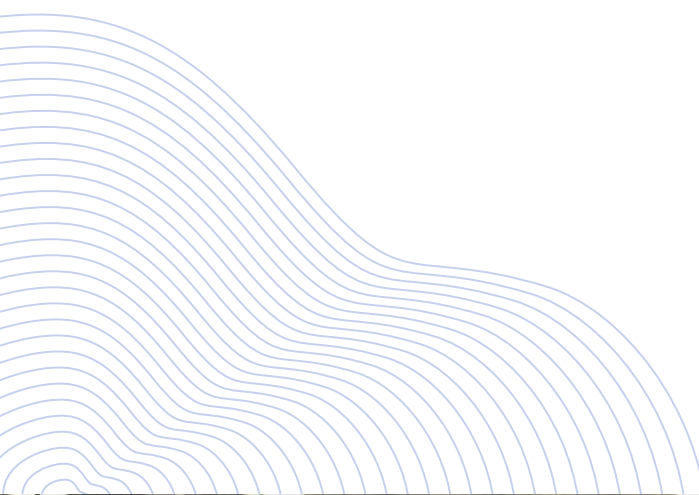
Anonymous feedback  
from the consultation phase

## Education

The actions we set in motion here will be felt across Australia's health landscape for years to come. As lifelong education partners for our students and alumni, our vision for education is bold, yet simple: **to develop compassionate innovators and global leaders in health.**

We will pioneer Australia's **best learning experience** in health. This means:

1. We'll develop **technology-enhanced educational practices** for a student experience that's as transformative as it is effective. This will involve **rebuilding, continuously reviewing and revamping how and what we teach**, across all courses.
2. Building a **vibrant learning community**; one that works in **equitable partnership** with students.
3. We will **respect and embrace** the knowledge systems of Aboriginal and Torres Strait Islander peoples both within the University's footprint and further afield.
4. Seeing education holistically, and putting **student wellbeing, equity and personalised development** at the heart of our programs.



"The calibre of UNSW medical students, selected from all walks of life, never ceased to amaze me - rubbing shoulders with them every day for six years got me to where I want to be."

Dr Vekram Sambasivam, (MBBS '11)  
Emergency Doctor  
NSW Aeromedical Retrieval

We will pursue **equity of access to training**, offering multiple pathways to develop a broad range of skills. This means:

1. Aspiration building, actively recruiting, retaining and supporting a student cohort that **reflects the diversity of our community**, with a focus on Aboriginal and Torres Strait Islander people and those from disadvantaged or under-represented backgrounds.
2. Using the university's strengths to our advantage by **offering educational opportunities that go beyond health** and support students to transition successfully to the workforce. This is how our students become **innovators, leaders, entrepreneurs and advocates** fit for the health challenges of today and tomorrow.
3. We'll seek opportunities for **new and combined degree programs** that serve areas of need in health.

We will **expand postgraduate programs that are fit for purpose** in producing the health and research workforce of the future. This means:

1. Developing **new short- and micro-courses** that feel relevant, nimble and add tangible value to career professionals at every stage.
2. **Renewing our postgraduate offerings** so they equip people with the knowledge and skills to improve health today, and into the future.





"As an expert in pandemics and disease control, the COVID-19 pandemic has thrown me into the thick of the response. Being a part of the world renowned Kirby Institute, UNSW Medicine & Health and UNSW has provided me an environment in which I can contribute globally to the COVID-19 epidemic in many different ways. The academic freedom and support of UNSW allows me to fearlessly provide critical analysis and leadership in pivotal issues at the forefront of epidemic control."

**Professor Raina MacIntyre,**  
Head, Biosecurity Program, and Professor  
of Global Biosecurity, Kirby Institute and  
NHMRC Principal Research Fellow

## Research

Our research is striking in terms of both impact and breadth. Our point of difference is understanding the fundamental mechanisms and drivers of poor health, particularly in marginalised and under-represented communities, and our ability, through research, to **directly change health policy and practice, and meaningfully improve health and wellbeing.** At the core of our research is a **commitment to collaboration, excellence, community engagement and impact.**







UNSW Medicine & Health staff & students have been helping to refurbish ventilators from non-hospital locations to bolster NSW Health's COVID19 back-up ventilator capacity

**Our goal is to support longer and healthier lives around the world.** This means

- 1. Responding with agility** to a dynamic world where new priorities can emerge and we can make a difference.
- 2. Enshrining our commitment to use inclusive research practices** that prioritise meaningful and reciprocal engagement with all end-users, especially our Aboriginal and Torres Strait Islander communities.
- 3.** Striving for the highest quality by strengthening our **fundamental technical excellence**, while upholding the principles of **ethical practice, equity and integrity** that underpin it.

**We will build on our strengths, and pursue new opportunities in partnership with our sister Faculties, Medical Research Institutes and Local Health Districts.** This means

- 1. Focusing areas of global leadership**, including research areas where we currently excel such as:
  - > Cancer
  - > Cardiac, vascular and metabolic disease;
  - > Neuroscience, mental health and addiction
  - > Infection, inflammation and immunity
  - > Genomics and genetics
  - > Data analytics, informatics and medical technologies

**2. Developing innovative approaches to broader engagement** in research practices that generate change, including:

- > Consolidating and leveraging our expertise in **clinical trials** and trial networks
- > Strengthening our **biomedical/ molecular sciences** to deliver better health outcomes
- > Developing a research agenda with greater connections to **allied health disciplines**
- > Engaging in multi-disciplinary **population health research that addresses greatest need** (climate change and health, behaviour and health, technology and health, equitable access to health)
- > Developing **globally relevant approaches to health services research** to ensure effective translation of health care models and delivery



## Partnerships

To truly make an impact, we cannot act alone. We are at our strongest and most impactful when we join forces with others; when we include our partners (community, MRIs, industry and government) and their perspectives from the start. We are determined to **forge partnerships with key stakeholders to ensure better health for all**. Because when we all work together, UNSW Medicine & Health is a force to be reckoned with.

"Experience from years of work in some of the world's most troubled regions has taught me that we are really all one people, striving for the same thing - a better life for our families, a sense of security, respect, and a place in the world we can call home."

**Dr Andrew Dimitri,**  
(BSc/MBBS [Hons] '03 – MA '02)  
Medical Team Leader  
Médecins Sans Frontières

We will leverage partnerships to amplify our impact. This means:

1. **Strengthening partnerships with our communities, including Aboriginal and Torres Strait Islander communities**, to determine and address their health priorities, through culturally safe education, training, research, healthcare and knowledge translation.
2. Partnering with **government, health services and other leaders to advocate for and deliver evidence-informed health policies and policy translation**. This is particularly acute for underserved and marginalised communities.
3. Developing **innovative collaborations** with industry, in a way that **leverages the power and capacity of the private sector** to improve health.
4. Strengthening our **lifelong relationships with alumni and supporters** to create a powerful community that invests in, and advocates for improving health.

We will grow dynamic Health Precincts, to deliver value, innovation and generational transformation. This means:

1. Establishing diverse partnerships to identify and **solve key issues in healthcare delivery**. Value-based healthcare and integrated care will be key areas of focus.
2. Aligning our Faculty **structures with our primary Health and Education Precincts** to ensure we address the needs of each community we serve.
3. **Embracing co-location with industry** in our precincts. This will be key to greater commercialisation and translation.

"My experience and studies in Australia shaped me into who I am today," says Dr Asma. "My studies in International Public Health positioned me to be a strong leader in the response to this ongoing pandemic in my home country."

Australia Awards alumna Dr Asma Awadh, a Medical Doctor and Head of the COVID-19 Response Team in charge of Westlands sub-county, Nairobi



# How it all comes to life



It is never enough to simply list a set of strategic goals or initiatives, and think “job done”, however ambitious. A strategy must be implemented. It needs to be translated into specific actions so that people read them and think, “yes, I see what I need to do”.

The second part of this journey – the Health 25 Implementation Plan – will provide that information. It will detail actions, milestones and the resourcing required for each initiative. With this, we will be better placed to deliver on our ambitions, measure success, and hold ourselves accountable.

Feeling ownership over any work comes through listening, involvement and collaboration. To that end, we want to establish working groups led by professional and academic staff, and involving all members of the broader community, to manage the



implementation of the initiatives outlined. These working groups will have the support of the faculty leadership to ensure we are doing what we said we would do.

It's not going to be easy. There will be competing priorities and we will be asking more of our staff and students to help make these changes. Ultimately, we want everyone to see how what they do every day contributes to this faculty and the Health 25 Strategy. Every person, every role, every location – all aligned to the ambitions of UNSW Medicine & Health.

**Contact UNSW Medicine & Health:**  
[medicine.generalenquiries@unsw.edu.au](mailto:medicine.generalenquiries@unsw.edu.au)

**Media:**  
[media@unsw.edu.au](mailto:media@unsw.edu.au)



**Of course, this is not the end.**

**Now, we are working together  
to bring this plan to life.**



