

Faculty of Medicine & Health

Health 25 Strategy

Halfway update



2023



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Message from the Interim Dean



Dear colleagues,

When we wrote Health 25 in 2020, we had no idea how different our world would look only three years later. The pandemic has profoundly changed the way we think about the world, how we work and the manner in which people seek healthcare.

Work flexibility has never been a bigger priority and the pandemic has focussed our attention on some real pressures in healthcare delivery as well as broader drivers of health and illness. Change fatigue has also significantly affected our staff and we need to gently bring 'ongoing change' back into our 'business as usual' approach, so that we can continue to deliver cutting-edge teaching, research and 'ways of working' across our faculty, whilst ensuring that our staff can work in a sustainable manner and thrive.

In early strategy workshops, our brilliant staff identified possible pandemics and the rising importance of Artificial Intelligence (AI) as two of the major priorities on the horizon. Looking back, I reflect that the ability to astutely recognise today's pressing issues attests to the forward-thinking minds in our Faculty.

Health 25 is a strategy that reveals to our students, staff and external partners, who we are and what is important to us. As ever, our fundamental goal remains to transform the health of all the communities we serve – those local to our campuses, across Sydney, NSW, and around the world.

We're halfway through implementing our strategy. This is an opportunity to pause and consider what we have achieved (a remarkable amount, as it turns out) and where we are heading. We are not focused on direct healthcare alone – our work conceives of health as a larger ecosystem involving factors from biomolecular sciences to financial disadvantage to geographic and technological environments. We must embrace new technologies in how we work, students study and in the delivery of healthcare.

We need to innovate how we think about health systems and how we address difficult problems in our healthcare environments such as gaps in primary care across Australia.

UNSW Medicine & Health has always been distinguished by our firm focus on equity. Today, we are even more explicit about this priority. We are not only serving but embedding learnings from the communities we work with, with a particular focus on Aboriginal and Torres Strait Islander people, into our approach.

The size and diversity of our Faculty is both an asset and a challenge. There is so much going on in our buildings and across all our campuses: genomics, diabetes, AI, applications of RNA-based vaccines (which are now being used in disease areas beyond infections), just to name a few.

With a re-focused grasp on our goals, we're excited to continue to provide the best possible experience for students and staff and maximise our positive impact on people's lives.

Our main goal remains unchanged – Improving health in Australia and globally, with a focus on eliminating health disparities.

Read on to learn about our achievements so far. And join me in reshaping health together.

Professor Adrienne Torda
Interim Dean, UNSW Medicine & Health

Acknowledgement of Country

UNSW is located on the unceded territory of the Bidjigal (Kensington campus), Gadigal (City and Paddington Campuses), Wiradjuri (Albury, Wagga Wagga and Griffith), Birpai (Port Macquarie), Gumbaynggirr (Coffs Harbour) and Ngunnawal (Canberra) peoples, who are the Traditional Owners of the lands, seas and waters where each UNSW campus is situated.



Meet the Aboriginal and Torres Strait Islander Sovereign UNSW Medicine & Health Community Strategy Group

In November 2021, a small group of Aboriginal staff came together to think big about creating change for future generations. It became clear that a dedicated team was required to implement the Faculty's strategic plans, moving beyond rhetoric to create a new reality that genuinely engages with our ways of knowing, being and doing.

Now that a member with connection to the Torres Strait Islands has joined us, we have proudly formed the Aboriginal and Torres Strait Islander Sovereign UNSW Medicine & Health Community Strategy Group.

While we are a part of UNSW Medicine & Health, we are also linked with our communities. Our collective strength comes from our connection to land, animals, plants, waterways, skies, seasons, songlines, intuition and our spiritual systems (creation).

We strongly value the ability to come together and share our truths. At our first meeting, we discussed concerns around Aboriginal and Torres Strait Islander self-determination in the University, but we also proposed solutions.

We have a flat leadership structure, aiming to bring our wisdom and way across all aspects of UNSW Medicine & Health, from research and teaching to professional and community activities. Members come from different academic and professional levels and can all represent the Sovereign Group to the Faculty leadership team on issues that impact Aboriginal and Torres Strait Islander peoples.

From November 2022, UNSW Medicine & Health created the role of Associate Dean, Indigenous (ADI). The ADI position reports to the Dean and is part of the Faculty's leadership team.

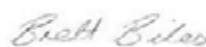
We believe that we need to build a culturally safe standalone environment, in order for more Aboriginal and Torres Strait Islander students and staff to join us. This will make room for staff to meet, work and yarn. This environment will drive our other actions. As such, we will soon have a dedicated space located in the School of Population Health and support to deliver our initiatives.

This new space is part of our collective work to eliminate racism and create safe and respectful environments. From the beginning of 2024, we will be delivering cultural safety training for non-Aboriginal staff. The multi-modal, three-phase training will include e-learning modules, a face-to-face or online course on race and racism and place-based sessions carried out on Country. We will use pre and post-training surveys and yarning sessions to evaluate impact.

We also want to see a commitment to workforce progression, so this work can continue moving forward. With this in mind, we will work on developing a two-way mentorship program, bringing forward leadership opportunities for Aboriginal and Torres Strait Islander peoples across all facets of UNSW Medicine & Health, as well as establishing roles for allies and change champions.

We understand our priorities will shift over time, so we see Health 25 as a dynamic and fluid document. Measuring success will remain paramount and will be congruent with how Aboriginal and Torres Strait Islander staff determine success, recognising the dual worlds in which we operate.

On behalf of the Sovereign Group, I am excited to continue our powerful self-determined journey towards making UNSW Medicine & Health a great place for staff and students and strengthening our broader communities.



Associate Professor Brett Biles

Associate Dean, Indigenous,
UNSW Medicine & Health

Aboriginal and Torres Strait Islander Sovereign UNSW Medicine & Health Community Strategy Group's Plan



1. Create a standalone Aboriginal and Torres Strait Islander Health environment.
2. Commit to the sustainability of the Aboriginal and Torres Strait Islander Sovereign UNSW Medicine & Health Community Strategy Group by creating appropriate support mechanisms: space, time and opportunity for face-to-face gatherings.
3. Establish an Aboriginal and Torres Strait Islander identification space that allows for cultural connections, conversations and a mechanism to identify those within the Faculty who are Aboriginal and/or Torres Strait Islander and wish to join the group.
4. Set up a two-way learning approach to mentorship by developing leadership opportunities for Aboriginal and Torres Strait Islander peoples across all facets of UNSW Medicine & Health: grow our own, support, develop and promote. Developing Allies and Champions of Change roles within Aboriginal and Torres Strait Islander Health.
5. Maintain dynamic and fluid strategy documents – Health 25 Strategy and beyond.
6. Create a governance circle to support our wisdom and way across all aspects of the Faculty (professional activities, community activities, research, teaching and education). Speaking truth to power, with all members of the Aboriginal and Torres Strait Islander Sovereign UNSW Medicine & Health Community Strategy Group having the opportunity to represent the Sovereign Group to the Faculty leadership team on issues that impact Aboriginal and Torres Strait Islander peoples and communities.
7. Reconciliation of Responsibility in creating safe and respected environments (Cultural safety education training), including that of clinical staff and the elimination of racism from all learning environments, including medical research institutes.
8. Share our learnings of this journey with the Deputy Vice Chancellor, Indigenous (DVCI) to support the work of the DVCI as an opportunity for enhancement rather than a responsibility to drive change in every corner of the University.
9. Implement a review of success metrics to ensure these are congruent with how Aboriginal and Torres Strait Islander staff determine success (refer to new Enterprise Bargaining Agreement as well as the Universities Australia Indigenous Strategy and the UNSW Indigenous Strategy). These will take into consideration the way time is perceived within Aboriginal and Torres Strait Islander spaces, always recognising the duality of the worlds in which we operate (and that at times, we work in unsafe spaces). Incorporating specific metrics for successful Aboriginal and Torres Strait Islander research, education, cultural responsibilities and loads, and community engagement, into current systems.
10. In the hiring process, include interview questions that ensure new employees can identify their responsibility to the health and wellbeing of Aboriginal and Torres Strait Islander peoples and communities.
11. Support and retain Aboriginal and Torres Strait Islander students in the Faculty.

About the strategy: Health 25 revisited

Health 25 is a living document that is designed to respond to the real needs of our community and society more broadly. For this reason, we have decided to use the halfway point to reflect on how we're going and revisit our goals. This is not intended to be a re-write but a refinement to reflect the changing nature of the world we live in.

In early 2023, the Faculty leadership and Health 25 project leads all reviewed our progress against the key goals so far. This culminated in a productive Faculty leadership planning day, which explored whether the vision and our priority areas were still relevant. We also identified critical new inclusions. Addressing health gaps in Aboriginal and Torres Strait Islander communities, as well as embedding Indigenous knowledge into our work, now take a bigger focus.

With our University's values of diversity, innovation, collaboration, respect and excellence at the core, we are confident that the refined strategy will help us build a Faculty that is ready to take on the challenges of tomorrow.

We believe success is impossible if people are not at its centre. For this reason, this document speaks to the four important priority areas that our Faculty exists to serve:

1. People & Culture

2. Education

3. Research

4. Partnerships



Our strategy's impact so far

Our 2021-22 Implementation Plan, which translated Health 25 into actionable pieces of work, contained 46 projects. Of the 46:



18
are completed



14
are in progress



9
were merged into other projects or closed



5
are on hold

Education: Total enrolments (EFTSL)

> **3,631**
2019 Actual

> **3,875**
2020 Actual

> **4,045**
2021 Actual

> **3,997**
2022 Actual

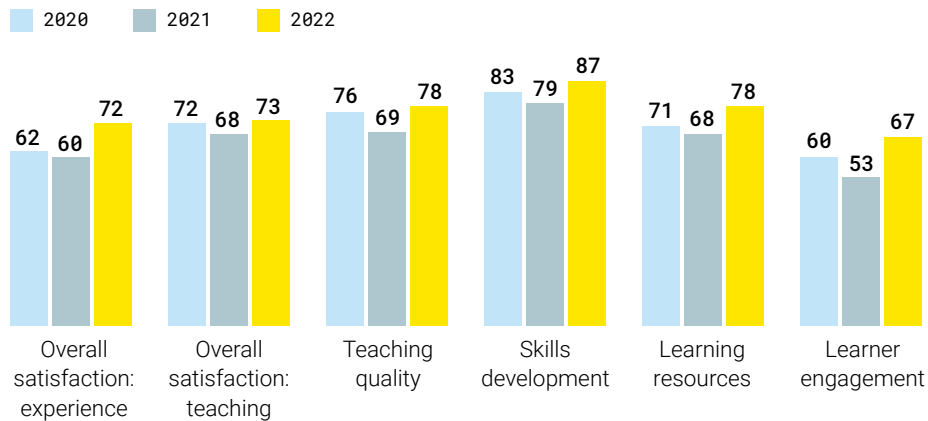
> **4,498**
2023

> **4,503**
2024 Projection

> **4,644**
2025 Projection

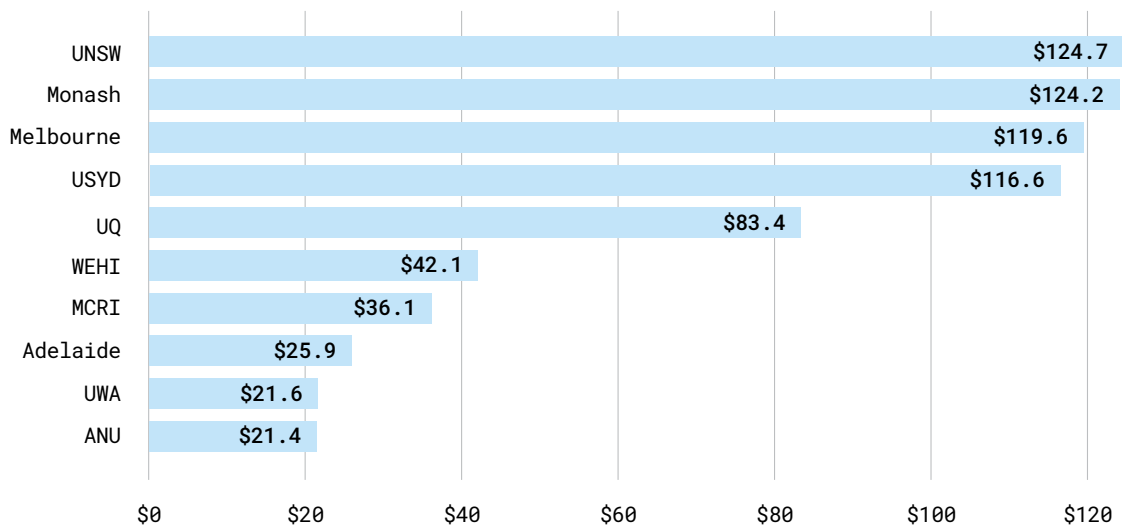
UG and PG QILT scores

Quality indicators - 3 year trend (dependent on available responses)

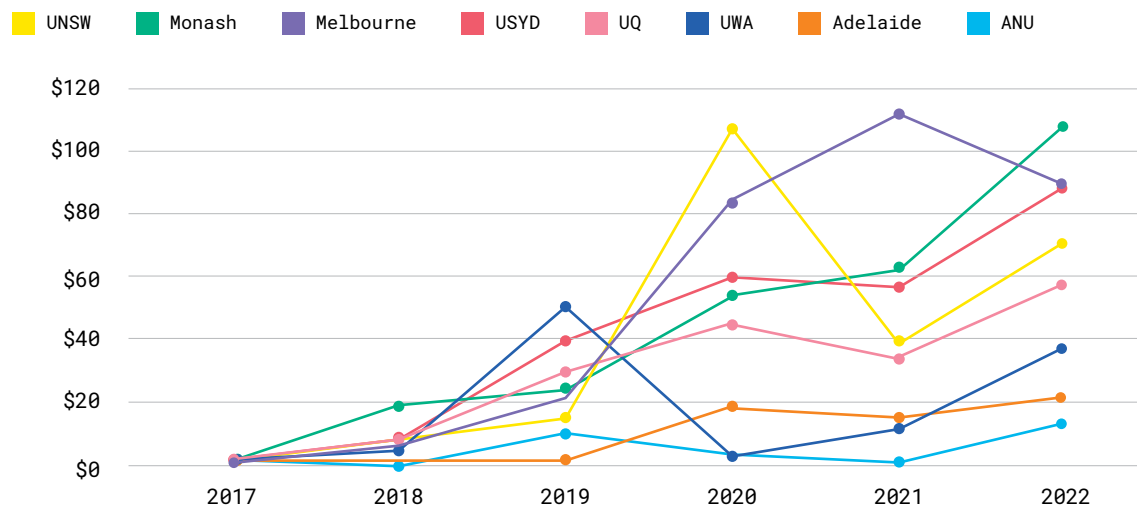


Research performance

UNSW Tops NHMRC awards in 2022

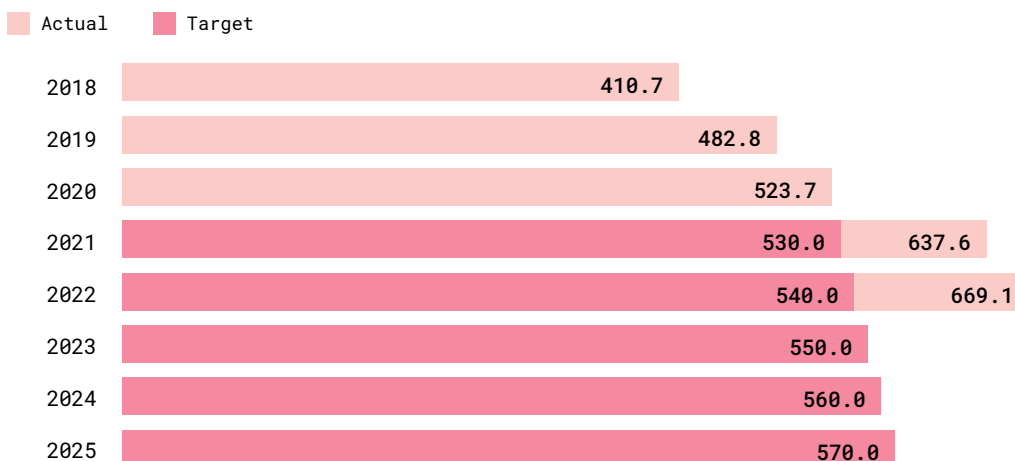


Total MRFF funding awarded, Go8



Income per academic FTE

Category 1-4 HERDC income (\$k) per academic FTE at Level B+ excl. EF roles



Raised Category 1 funding performance from

5th to 1st in Australia in 2022



Increased Category 1 income by

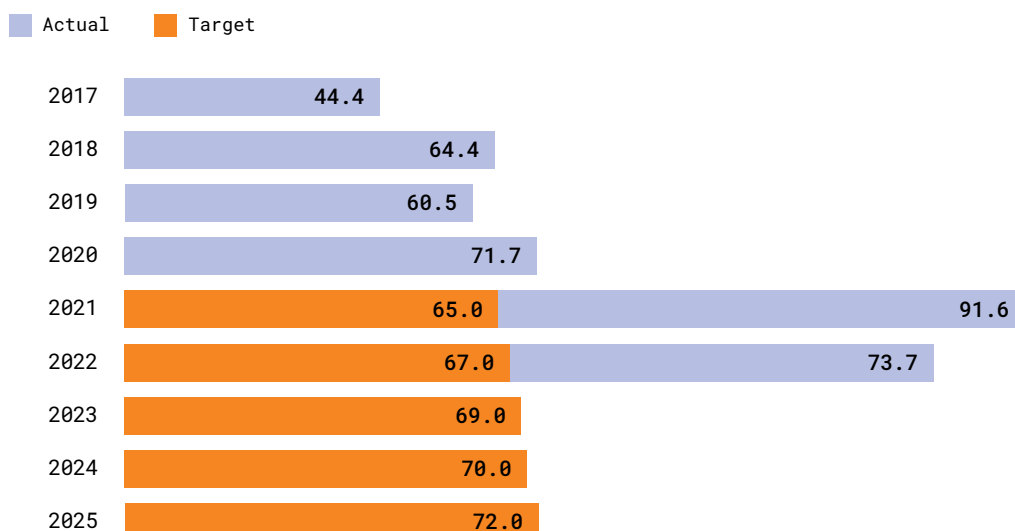
170% from 2020 to 2022



Topped Australia for National Health and Medical Research Council grants in 2022 with

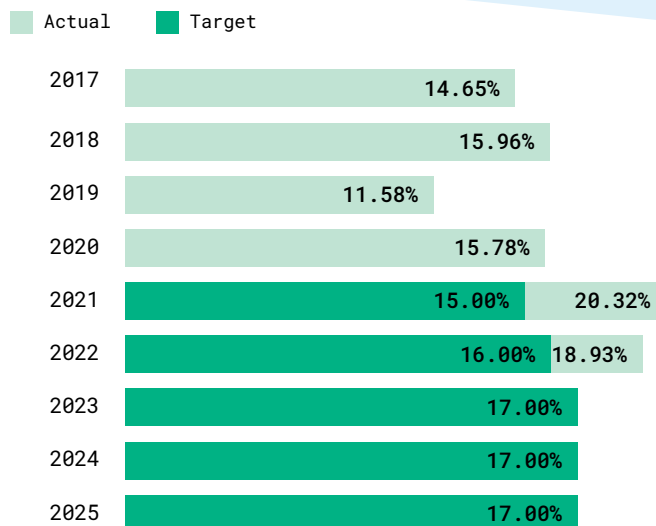
\$124.7 million awarded

Knowledge Exchange revenue (\$M)

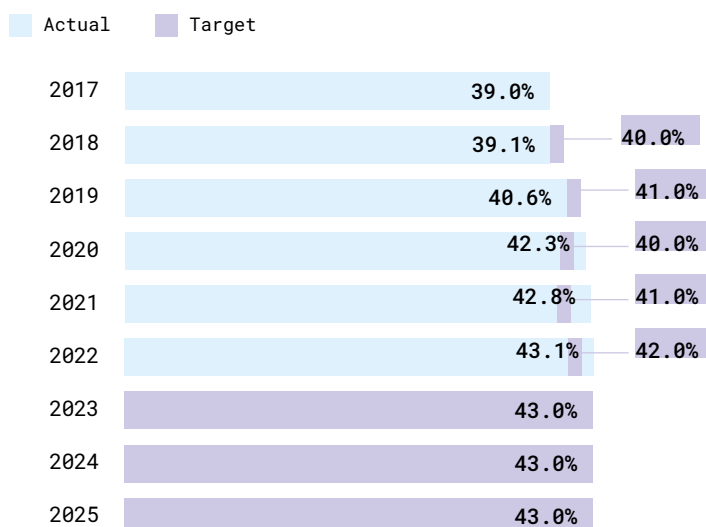




Percentage of students from low SES in UG domestic student intake



Percentage of female academic staff at Level D and above



1. People & Culture

Our key achievements since 2020

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:

- > Managed workshops on "creating potential" to support our staff with career planning.



Established a staff mentoring scheme and **194** mentees and **110** mentors participated.

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:



180 professional staff completed Process Improvement and Innovation and Creativity training to build capability for the Faculty's Service Delivery Model, which will help us understand what services we provide and how we provide them, so we can do our best possible work with our students and colleagues.

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:



Established a Faculty training budget to support strategic training and development.

We will grow and develop our Aboriginal and Torres Strait Islander students and staff, so we can serve the particular needs of their communities and build cultural safety in to all the work we do in UNSW Medicine & Health:



Set up a dedicated budget to support the work of the Aboriginal and Torres Strait Islander Sovereign UNSW Medicine & Health Community Strategy Group and their professional development.



Creating an environment that empowers all. So we'll set clear expectations, promoting a culture of transparency and accountability at all levels:

- > Piloted Inclusive Leadership training with the Faculty Executive Team in partnership with the Division of Equity, Diversity and Inclusion.
- > Funded 52 people for Mental Health First Aid training.
- > 230 staff completed for Workplace Mental Health training in partnership with the Black Dog Institute.

Providing tools and technology that inspire and enable what our people do, rather than dictate how or where they should do it:



Upgraded 17 meeting and teaching rooms to support flexible and hybrid teaching and work.

"The Process Improvement and Innovation and Creativity training sessions were a fantastic opportunity for our team to come together to enhance the way we work, with our key stakeholders in mind, while developing a set of tools to carry forward into new projects."

Katie Spiroski, Academic Programs and WIL Team Lead.

1. People & Culture

Revised strategy

Refinements to this section emphasise **support** for our Aboriginal and Torres Strait Islander students and staff, and **embedding** cultural safety into all that we do. We have also highlighted the need to support **resilience** in our staff and focus on **nurturing** a culture of innovation creativity.

We believe our people make our Faculty. And so, at UNSW Medicine & Health, we are determined to support the growth of everyone: our diverse community of talented students, staff, alumni and partners.

Cultural safety is paramount. We think and act long-term to build a strong and inclusive culture of lifelong learning and engagement.

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

1. We enable people to fulfil their potential to produce excellent and innovative work. We will do this by creating forward-looking professional opportunities and enabling ambitious personal development at every career stage.
2. Diversity is not optional, it is a must. Driven by the values of collaboration and respect, we will work to recruit, support and retain students, staff, 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, develop and support our Aboriginal and Torres Strait Islander students and staff. We will serve the particular needs of their communities and embed cultural safety into all of our work.
4. We will seek the best role for every person and the right person for every role in our approach to succession planning, talent identification and career development.
5. We will create an environment that empowers all. To do this, we will set clear expectations and promote a culture of transparency and accountability at all levels.
6. We will support the resilience of our staff in the workplace.



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

1. Design and implement approaches to work that have quality and the user experience at heart, making technology equitable for all.
2. Provide up-to-date tools and technology that inspire and enable what our people do, rather than dictate how or where they should do it.
3. Incorporate the principles of co-design to actively seek and implement ideas that work for our communities and stakeholders.
4. Nurture a culture of innovation creativity and entrepreneurship that rewards bigger-picture and dynamic ways of thinking.

2. Education

We will respect and embrace the knowledge systems of Aboriginal and Torres Strait Islander peoples both within the University's footprint and further afield:



Created five modules embedding Indigenous cultural safety to be rolled out to the Faculty at the end of 2023:

- > **Introduction to UNSW Medicine & Health campuses**
- > **Aboriginal and Torres Strait Islander history**
- > **Cultural competence and cultural safety in Aboriginal and Torres Strait Islander healthcare**
- > **Research with Aboriginal and Torres Strait Islander peoples**
- > **Race and racism (becoming an ally).**

Our key achievements since 2020

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:

- > Made significant progress towards redesigning the undergraduate medicine program. We completed consultation and released a Green Paper on the broad direction, focus and inclusions for the new program.
- > Scoped the technology needs for the new medicine program and commenced early planning on a technology roadmap.
- > A Faculty-wide group submitted comprehensive analysis of emerging trends in healthcare to inform curriculum development

Seeing education holistically, and putting student wellbeing, equity and personalised development at the heart of our programs:

- > Established Student Wellbeing & Action Groups (SWAGs) for all undergraduate programs. We created a Postgraduate Student Council in the School of Population Health and are in the process of setting up a SWAG in the School of Health Sciences. SWAGs facilitate and oversee a coordinated approach to the provision of support to students. Among other areas, this includes supporting students through academic and program changes and transitions through study, mental health difficulties, and building communities.
- > Created frameworks for different assessment types, in order to review assessment practices across the Faculty. We developed a common language for assessments and will continue to refine this work in 2024.



Achieved significant success in mentoring students. Since 2019, **over 600 students and 200 mentors have participated in one-on-one mentoring for the Medicine program.** We established peer-to-peer mentoring for Medicine and Optometry and Vision Science students, and similar programs will be set up for Health Professional program students.

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 peoples and those from disadvantaged or underrepresented backgrounds:

- > Appointed Student Experience Officers for Indigenous and Gateway students.
- > Created a new Indigenous Health Education Unit with the goal of inputting into and reviewing all faculty curricula

Building a vibrant learning community; one that works in equitable partnership with students:

- > Established a Medicine & Health Education Academy with representatives from every School. We also created sub-groups focused on:
 - > peer support in teaching
 - > mentoring and professional development
 - > enhancing academic quality
 - > improving assessment and feedback practice
 - > student success and wellbeing.
- > Nearly 400 staff and conjoiners have completed the new C-Med program that supports professional development in clinical teaching. The School of Clinical Medicine also set up monthly newsletters to conjoiners and pre-interview practice for progressions.
- > In 2021, completed the Education Support Review, which culminated in the creation of dedicated teams for teaching support and education and student experience. A professional staff leader was appointed for student experience for the Faculty.
- > Embedded student representatives in program and education committees across the Faculty to ensure their voice is heard on issues that affect them.

"The launch of the Health Professional programs is a significant milestone for UNSW Medicine & Health. Our vision for the new programs is to create the next generation of health practitioners who are not only prepared for contemporary practice, but have the agility to adapt to the emerging roles and responsibilities of their profession. The new programs will create practitioners who are culturally sensitive, appreciate the social determinants of care and can work effectively in interprofessional teams."

Dr Ramesh Walpola, Program Lead for the new Bachelor of Pharmaceutical Medicine/Master of Pharmacy.

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:

- > Medicine students can now undertake specialised coursework as part of the Honours program in their fourth year.
- > We also ran a datathon with industry for Health Data Science students.

Renewing our offerings so they equip people with the knowledge and skills to improve health today, and into the future:



Designed and implemented four new programs in clinical exercise physiology, nutrition/dietetics and food innovation, pharmacy and physiotherapy in 18 months. Enrolments to-date in 2023 have exceeded targets:

- > **physiotherapy – 125**
- > **pharmacy – 76**
- > **clinical exercise physiology – 71**
- > **nutrition/dietetics and food innovation – 45**

2. Education

Revised strategy

Refinements to this section emphasise **embedding** the knowledge systems of Aboriginal and Torres Strait Islander peoples, prioritising student **belonging** and focusing on the **interprofessional** nature of our programs. We have also highlighted the need for **lifelong learning**.



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 will develop technology-enhanced educational practices to make the student experience transformative and effective. This will involve continuously reviewing and rebuilding how and what we teach across all courses.
2. We will build a vibrant learning community that works in equitable partnership with students.
3. We will respect and embed the knowledge systems of Aboriginal and Torres Strait Islander peoples both within the University's footprint and further afield.
4. We see education holistically, so will put student wellbeing, belonging, equity and personalised development at the heart of our programs.

We will pursue equity of access to training by offering multiple pathways to developing a broad range of skills. This means we will:

1. Actively recruit and support 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 underrepresented backgrounds.
2. Use the University's strengths to our advantage, by offering interprofessional 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 will seek opportunities for new and combined degree programs that serve pressing areas of need in health. We will renew our existing offerings to equip people with the knowledge and skills to improve health for generations to come.

We will expand postgraduate programs to ensure they are fit-for-purpose in producing the health and research workforce of the future. This means we will:

1. Support lifelong learning by developing new short and micro courses that are relevant, nimble and stackable qualifications for career professionals at every stage

3. Research



Our key achievements since 2020

We will build on our strengths, and pursue new opportunities in partnership with our sister faculties, medical research institutes and local health districts. Focusing on areas of global leadership, including research areas where we currently excel:

> COVID-19 research

- > Rolled out point-of-care testing in 85 rural and remote sites in Aboriginal communities. This averted 122,000 COVID-19 infections that would be likely to have arisen in the months after the first infection was identified in a remote Aboriginal and/or Torres Strait Islander community. It led to a cost saving of between \$337 million and \$1.8 billion for the Australian health care system.
- > Developed a world-first method for rapid isolation and characterisation of COVID-19 variants. It was used to analyse all major circulating viral variants in 2021 that were identified from patients in hotel quarantine.
- > Uncovered an immune profile for long COVID, potentially paving the way for tailored treatment for those with ongoing symptoms.
- > Identified the immune response associated with protection from COVID-19 – a discovery that informed vaccine policy in Australia and overseas.



"The Clinical Research Unit will cement UNSW's position as a highly effective academic network to design and conduct impactful clinical research nationally and globally. The Unit is also positioned to help develop the highly skilled workforce required to deliver on all types of clinical research."

Parisa Glass, Operations Director of our new Clinical Research Unit.

- > Doubled research income as a result of creating the Research Themes, which are areas of collective research excellence in the Faculty.
- > Created the Centre for Molecular Oncology, a new research centre dedicated to advancing the understanding and treatment of cancer.
- > Established the RNA Institute as part of a NSW RNA Bioscience with other universities and the State Government, to lead Australia in RNA science, therapeutics and translation.
- > Ran workshops on research impact and 'ripple effect' for early and mid-career researchers.
- > Completed a Research Support Review in 2021, which culminated in new Faculty-level support teams of Higher Degree Research coordinators and research officers.



Set up a new Faculty website to showcase the outstanding research undertaken at UNSW Medicine & Health.

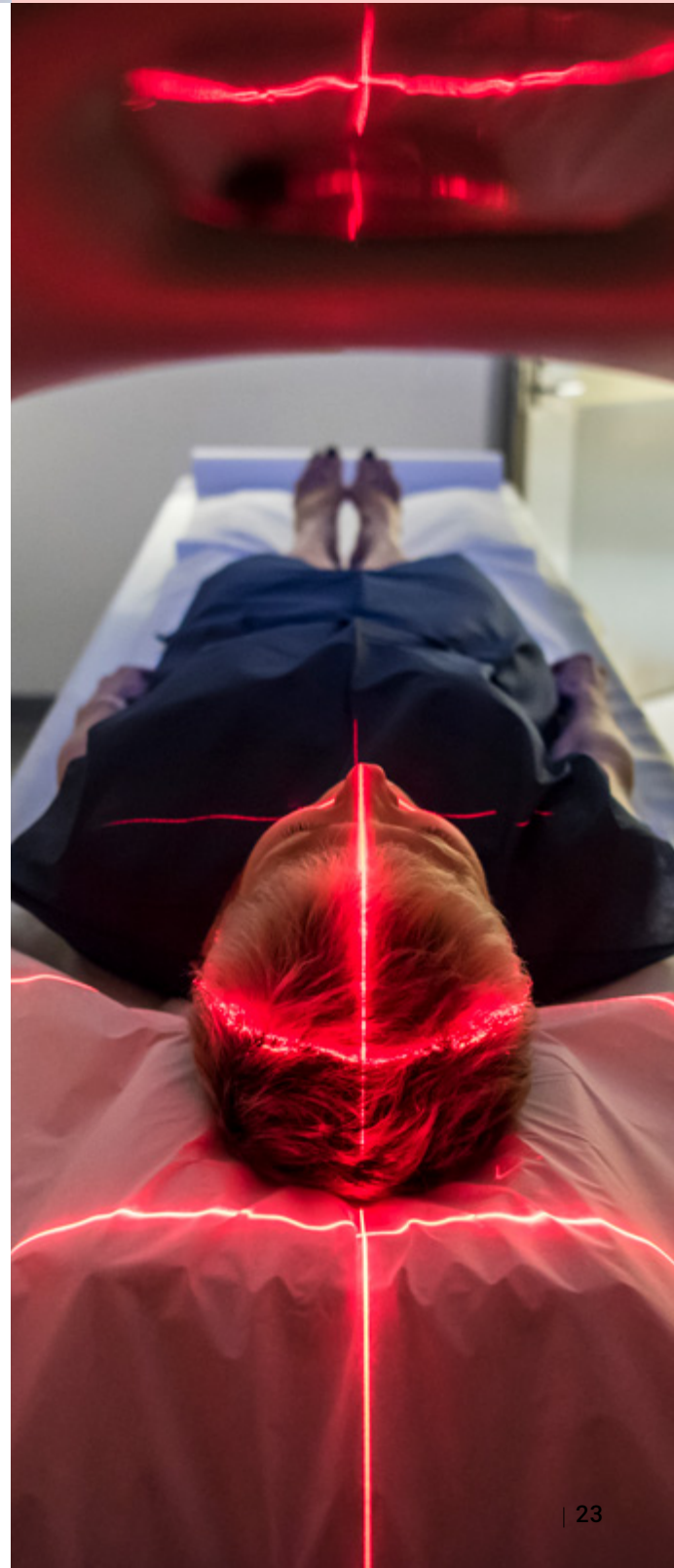
Created a new intranet and newsletter to support researchers with various tools.

Made real-time, searchable and open funding opportunities available to researchers.

- > Established a new Health Systems Research Theme, with its first funding call launched 2023.

Developing innovative approaches to broader engagement in research practices that generate change:

- > Established a new Clinical Research Unit to connect the infrastructure and expertise available through UNSW and its medical research institute network groups and in partnership with the Randwick Precinct.





3. Research

Revised strategy

Refinements to this section call out our expertise in treatment, prevention, policy and practice. We will focus more on effective research translation and impact that goes beyond publication.

Our research is remarkable in both breadth and impact. Our point of difference is our understanding of the fundamental mechanisms underlying poor health, particularly in disadvantaged communities and global settings. We have an internationally acknowledged track record in research-driven improvements in health. At the core of our research ambition is a commitment to collaboration, excellence, community engagement and impact.

Our goal is to support longer and healthier lives around the world. This means, we will:

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

We will build on our strengths and pursue new opportunities in partnership with our other faculties, medical research institutes and local area health districts. This means, we will:

1. Demonstrate global leadership in key research areas, especially in those where we currently excel in treatment, prevention, policy and practice:
 - 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. Generate change by broadening engagement and innovating research practices by:
 - consolidating and leveraging our expertise in clinical trials and trial networks
 - strengthening our biomedical and 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 the greatest needs (climate change and health, behaviour and health, technology and health, equitable access to health)
 - ensuring effective translation of health care models and delivery through globally relevant approaches to primary care and health services
 - focusing on industry and consumer engagement to demonstrate impact that goes beyond publication and makes a difference in the communities we serve.

4. Partnerships

Our key achievements since 2020

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:

- > Created video vignettes and intranet to showcase existing partnerships and the how we co-create research around consumer priorities.
- > Drafted a position paper on the principles for partnership research with Aboriginal and Torres Strait Islander communities.

Aligning our Faculty structures with our primary health and education precincts to ensure we address the needs of each community we serve:

- > Created the School of Clinical Medicine by merging seven clinical and discipline schools. The new structure ensures a clearer interface between the Faculty and precincts (including local health districts).





Establishing diverse partnerships to identify and solve key issues in healthcare delivery. Value-based healthcare and integrated care will be key areas of focus:

- > Set up a flagship Centre for Future Health Systems research using \$5 million from the Ian Potter Foundation.
- > Began discussions around the Health Translation Hub Dementia Centre.
- > Founded the Randwick Health & Innovation Precinct leadership program.
- > Identified key research partners outside of competitive grant schemes and are in the process of developing a partnership development toolkit.
- > Initiated various IT and health data partnerships.
- > Established new National Centre of Excellence in Intellectual Disability Health

Developing innovative collaborations with industry, in a way that leverages the power and capacity of the private sector to improve health:

- > Launched a database of industry partnerships, contracts, patents, disclosure and licensing deals.
- > Delivered our first-ever hackathon with the Scale Institute called 'Hack the pandemic'.
- > Developed an intranet site for partnerships.
- > Co-developed a knowledge exchange course on negotiation.

"The establishment of the School of Clinical Medicine has paved the way for the partnerships and collaborations that were not readily possible in the past. New cross-campus and cross-discipline connections allow greater educational opportunities for all students in the School. Furthermore, the ability to identify like-minded researchers (at all levels, from Honours to PhD to senior researchers) at other campuses has created new opportunities to strengthen the collective research capacity of all involved."

Professor Jerry Greenfield, Head of Clinical Campus (St Vincent's) on the creation of the new School of Clinical Medicine.

4. Partnerships

Revised strategy

Refinements to this section focus on **strengthening** and **enhancing** our partnerships.

To truly make an impact, we cannot act alone. We are at our strongest and most effective when we join forces with others. To do this in a meaningful way, we must include our partners (community, medical research institutes, industry and government) from the start. We are determined to forge genuine partnerships and healthy connections with key stakeholders to reshape health together. Because when we all work together, UNSW Medicine & Health is a force to be reckoned with.

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

1. Strengthen partnerships with the communities we serve, including Aboriginal and Torres Strait Islander peoples, to determine and address their health priorities, through culturally safe education, training, research, healthcare and knowledge translation.
2. Enhance partnerships with government, health services and other leaders to drive for and deliver evidence-informed health policies and policy translation. This is particularly necessary for underserved and disadvantaged communities.
3. Develop innovative collaborations with industry in a way that leverages the power and capacity of the private sector to improve health.
4. Strengthen 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, we will:

1. Establish diverse partnerships to solve key issues in healthcare delivery. Value-based and integrated care will be key focus areas.
2. Align our Faculty structures with our primary health and education precincts to ensure we address the needs of each community we serve.
3. Embrace co-location with industry in our precincts. This will be key to greater commercialisation and translation.



"In leading the formation of a new health and education collaborative, our School of Clinical Medicine at our Albury Rural Campus is fostering collaboration between the regional health service and other tertiary education providers (CSU, LaTrobe University, NSW TAFE, Wodonga TAFE).

Our goal is to develop a shared health research and education facility located alongside the new hospital in Albury. We strive to provide leadership in regional healthcare by growing the local health workforce pipeline, developing mid-career health professional education and providing enhanced research opportunities to address the unique health needs of rural and regional Australia."

Dr Mark Norden, Director of Medical Education (Albury) on the creation of the new School of Clinical Medicine.

What's next?

As we said back in 2020, our strategy must be implemented, and we will continue to do so with some tweaks. Our updated 2023-24 Implementation Plan will detail updated initiatives to bring our revised strategy to life.

In the next couple of years, the UNSW 2025 Strategy will be complete, and we will participate in the University's new strategy, by crafting a new strategy for the Faculty to follow.





