

**ANU Medical School
Strategic Priorities Plan 2017 - 2020**

KEY INITIATIVES		SUPPORTING ANU STRATEGIC PLAN
1 BUILDING ON A CULTURE OF ACADEMIC EXCELLENCE		
1.1	Excellence in research and innovation – improved research output (publications, grants)	
1.1.1	Continue to develop a research culture with improved research outputs (publications, grants and postgraduate research completions) at the Medical School.	Building on a Culture of Academic Excellence - Excellence in research and innovation
1.1.2	Appoint an Associate Dean (Research) to champion the delineation and details of the needs and opportunities of the medical school a. Develop a strategic research plan b. Develop a medical school research governance structure c. Form seminars with a research focus for researchers, clinicians, students to foster intercollegial collaboration.	Building on a Culture of Academic Excellence - Excellence in research and innovation
1.1.3	Develop funding strategy to enable appropriate recruitment and retention strategy to attract outstanding staff and apply performance standards that are commensurate with the world's great universities: a. Use strategic and targeted recruitment strategies to identify and attract talent b. Set College level targets for academic and professional staff PDR coverage; c. Employ Clinical academics with clear roles and responsibilities d. Nurture, support and recognise high quality performance; and identify, document and manage underperformance e. Increase retention rates.	Building on a Culture of Academic Excellence - Excellence in research and innovation
1.1.4	Build strategic partnerships with our education and research partners within the ACT and surrounding areas to develop and become part of an advanced health and research translation centre (AHRTC).	Building on a Culture of Academic Excellence - Excellence in research and innovation
1.1.5	Grow the School's relationship with clinical services to help facilitate translational research and education. a. Engage clinicians with formal academic titles b. Provide research and education associated clinical services c. Plan and develop a medical school led outpatient clinical service facility.	Building on a Culture of Academic Excellence - Excellence in research and innovation
1.1.6	Increase the number of high quality HDR students at the Medical School. a. Establish a student research seminar series and b. Promote conjoint MChD PhD program to high achieving medical students during the research project; c. Strengthen the mentoring and currency of clinical skills in MChD –PhD candidates through the development of co-curricular online revision modules and a clinical skills revision workshops and clinical placements designed to maintain clinical contact and competency to ensure successful return to medical school outcomes.	Building on a Culture of Academic Excellence - Excellence in research and innovation
1.2.1	Enhance the educational development of clinical and academic staff, and provide networking opportunities in the education space to improve our teaching and the student's, as well as junior doctors earning experience a. Increase the uptake of staff development modules in education leadership especially for Block Chairs b. Develop accessible, online "how to" advice for technologically enhanced learning and teaching (TELT) with face-to-face support as required c. Develop accessible, online "how to" advice for development of blended / flexible learning design and collaborative learning methods, and face-to-face support as required d. Increase adoption of TELT across the curriculum e. Facilitate increased Higher Education Academy (HEA) engagement and numbers of HEA fellows in the Medical School, other graduate certificate or Masters in Education by 20%. f. Provide peer mentoring and professional development in curriculum design to promote active learning, use of technology to enhance learning outcomes and the development of assessment formats to measure knowledge, skills and entrustable competencies.	Building on a Culture of Academic excellence - Excellence in education and student experience

	g. Regular teaching and learning days to improve collaboration between blocks/themes/frameworks and increase block chairs understanding of the curriculum.	
1.2.2	Achieve improved outcomes in student experience of learning, including better integration of themes and frameworks, continuity in student learning, and smoother transitions between Phases 1 to 2 to junior doctor Improved collaboration between curriculum leaders within and between the Phases a. Replace PBL in second semester Year 2 with new learning experiences that better prepare students for Phase 2 b. Enhance educator awareness of the vertical / discipline structures in the curriculum c. Increased use face-to-face sessions to promote synthesis based on available evidence and prior learning d. Improve the integration of themes and frameworks in both Phases. e. Reduce large class timetabled hours overall, and increase opportunities for self-directed, blended and applied learning f. Map PBL and bedside teaching against the curriculum to integrate the curriculum more specifically into PBL and bedside teaching g. Gather and develop the use of learning analytics to improve the curriculum and to identify students at risk for additional support h. Develop tool to manage both authorized and crowd-sourced resources i. Increase interprofessional learning opportunities j. Set up EBM and research framework details.	Building on a Culture of Academic excellence - Excellence in education and student experience
1.2.3	Better define the learning and teaching governance model across the curriculum a. Define the oversight / consultative roles of the Block Chairs in curriculum development and delivery b. Enhance the consistent, and longitudinal approaches to assessment c. Review ownership, governance, review and significance of portfolio items.	Building on a Culture of Academic excellence - Excellence in education and student experience
1.2.4	Improve relationships across the campuses and externally to promote a progressive educational culture a. Develop inter-professional and interdisciplinary teaching with ACT Health, UC and UC Public Hospital and ACU b. Develop collaborations with other leading medical educators, nationally and internationally (e.g., Flinders; Maastricht).	Building on a Culture of Academic excellence - Excellence in education and student experience
1.2.5	Foster development of an agreement between ANU and ACT Health regarding educational / academic /research responsibilities of ACT Health clinicians	Building on a Culture of Collegiality and Engagement – Across ANU and Beyond
1.2.6	Develop strategies and support for students with aptitudes and interests in research, education or policy a. Establish a Medical Student Scholars scheme to nurture, support, and acknowledge the contributions by students to the educational outcomes achieved by ANUMS. b. Link this program to ability to gain Associate Fellowship with the HES upon graduation. c. Support graduates by offering roles in tutoring as junior doctors.	Building on a Culture of Academic excellence - Excellence in education and student experience
1.2.7	Scoping of diversity within the ANU Medical School curriculum. Mapping and integrating diversity into the ANU Medical School teaching program.	Achieving Equity – Within ANU and in Society
1.2.8	Development, Launch and Evaluation of ANU Academy of Clinical Leadership	Building on a Culture of Academic excellence
2	DELIVERING ON OUR UNIQUE NATIONAL RESPONSIBILITIES	
2.1	Our responsibilities to national policymakers and national institutions	
2.1.1	Further develop learning opportunities in advocacy training and writing for policy impact to ensure our graduates are well placed to influence future policy and practice a. Through ANU Medical Student Society link interested students to advocacy training opportunities b. Review Pop Health PEPP project marking to enhance elements of writing for policy in project outline and marking proforma c. Consider developing elective opportunities in policy relevant placements (NACHO PH officer, Dr for Environment, AusAID.	Building on a Culture of Academic excellence - Excellence in education and student experience Building on a Culture of Collegiality and Engagement
2.1.2	Develop and host at least one Nationally promoted think tank on Health policy issue in association with Crawford/RSPH/Department of Health and invite students to positively engage in public policy and societal impact hub a. Model VN, training for national leadership b. Use of practical, policy making workshops. Potential topics – • E-health – the unrealised promise, • Patient Centred Medical Homes and Patient Centred Medicine – spin or quality innovation? • Health need vs Health want – the attribution of funding in a media dominated, fiscally restrained system – how to achieve rational expenditure?	Building on a Culture of Collegiality and Engagement – Across ANU and Beyond Delivering on our Unique National Responsibilities - Our responsibility to national policymakers and national institutions

2.1.3	Strengthen existing links with National agencies such as TGA, DoH, AIHW, Public Health Association of Australia, ACT Health, CAA, National Rural Health Alliance, ACSQHC a. Audit faculty who are on national committees b. Ensure PDR has section on national committee membership c. Provide information, following permission, to medical school faculty and ANU media team.	Building on a Culture of Collegiality and Engagement – Across ANU and Beyond Delivering on our Unique National Responsibilities - Our responsibility to national policymakers and national institutions
2.1.4	Better market ANUMS as The Medical School of the ANU to increase its profile. a. Redevelop/improve website, especially highlighting our strengths (i.e. national teaching award areas of teaching, strength of rural school, etc.) b. Promote key areas of expertise among the Faculty of the Medical School to ANU media, the ACT Government and ultimately the Australian Commonwealth Government. c. Develop input into Medical Student Journal of Australia (discuss national issues on health, opinion pieces from med students across Australia) d. Increase the links between ANUMS, RSPH and the Crawford School of Public Policy to better promote the ANU as a source of information for public policy decisions related to the provision of healthcare and health services.	Building on a Culture of Collegiality and Engagement – Across ANU and Beyond Delivering on our Unique National Responsibilities - Our responsibility to national policymakers and national institutions
2.2	Our responsibilities to Indigenous Australia	
2.2.1	Improving on the Indigenous Health Stream successes a. Increase the number of diverse clinical placements (e.g. establish placement in Yarrabah ACCH in Qld) b. Strengthen the range, and quality of research projects that Indigenous Health stream students are supported to complete c. Database of all ANUMS indigenous health focussed project d. Support and track Indigenous Health Stream alumni e. Build on and increase workforce with an interest in Indigenous Health.	Delivering on our Unique National Responsibilities - Our responsibility to Indigenous Australia
2.2.2	Be acknowledged as a supportive and successful employer of Indigenous staff a. Develop strategy to exceed the nation's best rates of retention for Indigenous staff including exploring opportunities for promoting Indigenous staff employment in professional roles with in the Medical School b. Develop our academic and professional indigenous staff members through PDRs and access to courses c. Ensure all new faculty including PBL tutors have completed mandatory cultural awareness training.	Building on a Culture of Collegiality and Engagement – Across ANU and Beyond
2.2.3	Strengthen Indigenous Health research and teaching by ensuring collaborative and functional linkages between medical staff and the broader ANU research institutes a. Establish a College of Health and Medicine Indigenous Advisory Committee b. Develop and conduct collaborative program for Indigenous Health Research.	Building on a Culture of Collegiality and Engagement – Across ANU and Beyond
2.2.4	Scope the potential to develop a Masters in Indigenous Health horizontal double degree with B Health Science/MChD drawing upon established modules currently offered via the MPH, the MCHM, CASS and NCIS.	Building on a Culture of Academic excellence - Excellence in education and student experience
2.3	Our responsibilities regarding Asia and the Pacific	
2.3.1	Strengthen relationship with the IMU to promote better understanding of healthcare challenges in Asia. a. IMU students interested in the ANU could be invited to attend a week of professionalism and leadership and clinical skills tuition or to undertake a jointly supervised research project as part of their qualifying IMU degree. b. ANU Medical Students placed at IMU's hospital to gain some valuable inter-professional education learning experience by taking part in the successful IMU community health clinics involving their medical and diverse allied health student programs. c. Develop an exchange program of clinical examiners for summative OSCEs.	Delivering on our Unique National Responsibilities - Our responsibility regarding Asia and the Pacific Building on a Culture of Academic excellence - Excellence in education and student experience
2.3.2	Strengthen the relationship with Brunei University to increase student numbers and build strength in developing training in primary health care in Brunei a. Increase numbers of Brunei students at ANUMS b. Develop staff exchanges to build strength in developing training in primary health care in Brunei.	Delivering on our Unique National Responsibilities - Our responsibility regarding Asia and the Pacific Building on a Culture of Academic excellence - Excellence in education and student experience
2.3.3	Develop more international links for placements of medical students in Asia Pacific a. Establish database for elective placements b. Scope placements in Timor, Laos, Vietnam (hospitals, community health and population health settings).	Delivering on our Unique National Responsibilities - Our responsibility regarding Asia and the Pacific

	<ul style="list-style-type: none"> Build on some of the established links in the region from NCEPH and MAE and supported by senior clinicians. 	Building on a Culture of Academic excellence - Excellence in education and student experience
2.3.4	Develop study exchange programs with the Bachelor of Health Science with Universities in the Asia Pacific region.	Delivering on our Unique National Responsibilities - Our responsibility regarding Asia and the Pacific Building on a Culture of Academic excellence - Excellence in education and student experience
3 ACHIEVING EQUITY – WITHIN ANU AND IN SOCIETY		
3.1	<p>Increase the opportunities for low-SES students to enter ANU Medical School by establishing a pathway into the MChD via the Bachelor of Health Science pre-medicine stream.</p> <p>a. Establishing a pathway into the MChD via the Bachelor of Health Science (BHSc) pre-medicine stream.</p> <ul style="list-style-type: none"> Selection bonus to students from low SES postcodes/First-in-Family to gain admission to the BHSc Develop a Diploma in Health Science in partnership with ANU College articulating with BHSc <p>b. Provide academic support for remediation of students with specific academic skill deficits on admission to either the BHSc or the Diploma of Health (ANU College)</p> <p>c. Evaluate the success of the recruitment and support strategy.</p>	<p>Achieving Equity – Within ANU and in Society</p> <p>Building on a Culture of Academic excellence - Excellence in education and student experience</p>
3.2	<p>Provision of an alternate, evidence based, admissions criteria into MChD for Aboriginal and Torres Strait Islander candidates</p> <p>a. Identify and focus on evidence-based indicators of likely success in engaging with the medical curriculum and academic achievement.</p> <p>b. Provide ANUMS support structures for Aboriginal and Torres Strait Islander students.</p> <p>c. Regularly review of the success of the students admitted under the scheme and the success of the academic and personal support programs.</p>	<p>Achieving Equity – Within ANU and in Society</p> <p>Building on a Culture of Academic excellence - Excellence in education and student experience</p>
3.3	<p>Promote Gender equity in ANUMS Faculty</p> <p>a. Include gender data on ANUMS dashboard (professional and academic).</p> <p>b. Review and ensure use of output relative to opportunity to provide equity to promotion.</p> <p>c. Track gender data against SAGE (Science in Australia Gender Equity) criteria.</p> <p>d. Promote ANU gender institute roles and functions amongst Medical School staff.</p> <p>e. Review need to ANUMS gender equity committee.</p> <p>f. Ensure effective representation of Medical School on the Joint Colleges of Science Gender, Access and Equity Committee.</p>	<p>Achieving Equity – Within ANU and in Society</p> <p>Building on a Culture of Collegiality and Engagement – Across ANU and Beyond</p>
4 BUILDING A CULTURE OF COLLEGIALITY AND ENGAGEMENT – ACROSS AND BEYOND ANU		
4.1	<p>Improve knowledge of ANU funding opportunities, education and research amongst clinicians to improve engagement with partners in the college and university</p> <p>a. Add to agenda of to-be-formed ANUMS research committee and distribute to Phase 1, Phase 2, Medical Education committee.</p> <p>b. Add as standing item on Medical Education Committee agenda.</p> <p>c. Engage and inform clinicians through academic leaders of academic areas.</p> <p>d. Add funding/clinical supervision opportunities into Dean’s blog.</p>	<p>Prioritise collegiality and cross unit collaboration in funding and promotion decisions (ANU 4.1)</p>
4.2	<p>Engage alumni to participate in teaching and research activities and participate in Medical School committees</p> <p>a. Establish alumni database (A subset of ANU’s).</p> <p>b. Increase numbers of alumni in teaching activities.</p> <p>c. Engage alumni through awarding academic title, teaching and supervision opportunities, FHEA.</p> <p>d. Review alumni being members of relevant committees – e.g. admissions, ?MEC, Advisory Board.</p> <p>e. Add Alumni to Dean’s Blog email distribution.</p> <p>f. Establish Occasional Dean’s lecture by inspiring alumni and past and current faculty.</p>	<p>New alumni opportunities developed as part of an enhanced alumni strategy (ANU 4.2)</p>
4.3	<p>Maximise collegial opportunities and value for clinical teachers in ANUMS activities</p> <p>a. Establish multidisciplinary clinical examination training session/s and conclude with social event.</p> <p>b. Explore opportunities for collegial “add ons” to current activities, e.g. facilitated multidisciplinary feedback/joint lunches at clinical exams.</p> <p>c. Support, advertise to all clinicians and discuss expansion of CRMEC clinical supervisor training and HEA membership.</p>	<p>Building on a Culture of Collegiality and Engagement – Across ANU and Beyond</p>

4.4	Continue to have effective partnerships with relevant local communities and organisations a. Review Advisory Community Board membership and function to enhance engagement with ANU and broader community. b. Develop partnership with College of Health and Medicine Indigenous Advisory group.	Building on a Culture of Collegiality and Engagement – Across ANU and Beyond
4.5	Develop a directory of current staff with international links and collaborations, including international contacts for electives a. Email all staff requesting above information and enter into database, disseminate to ADR, electives coordinator. b. Ensure University Excellence scholarships are available for BHSc and/or MChD.	University's diverse international staff and student mix will be cultivated and harnessed as a key asset to ANU (ANU 4.5) Building on a Culture of Collegiality and Engagement – Across ANU and Beyond
4.6	Embrace teaching and research opportunities across the ANU Campus a. Develop the Bachelor of Health Science as a model program for interdisciplinary curriculum building upon the strengths within the College of Health and Medicine and the wider ANU b. Build upon existing research links to maximize the opportunities for industry engagement (e.g. advisory board membership, student placements, internships?) and possible new research agendas. c. Build a network of health researchers.	Building on a Culture of Collegiality and Engagement – Across ANU and Beyond Building on a Culture of Academic excellence - Excellence in education and student experience
4.8	Develop a marketing strategy to ensure the ANU Medical School is recognised as a separate entity. Strategy will include consideration of name change, develop identity, web page, marketing plan.	
4.9	Develop a Health and Medicine Research Seminar series to bring together researchers, HDR and coursework students within the College of Health and Medicine precinct.	
5	CREATATING AN UNRIVALLED CAMPUS ENVIRONMENT	
5.1		
6	ADDITIONAL SCHOOL, COLLEGE AND HEALTH AND MEDICINE PRIORITIES	
6.1	Ascertain School sustainability through external reviews and recommendations <ul style="list-style-type: none"> • Financial review • Medical School review • Professional staff review. 	