This strategy has been developed on Wurundjeri Country, upon which the University of Melbourne (Parkville campus) is built. The Faculty of Medicine, Dentistry and Health Sciences acknowledges the traditional custodians, the Wurundjeri people of the Kulin Nation, and we pay our respects to Wurundjeri community and Elders, past and present. We also pay our respects to all Indigenous nations upon whose land other campuses sit and where our health students undertake clinical training, research and other learning activities, including those globally.
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Dean’s Foreword

I am pleased to present the Faculty of Medicine, Dentistry and Health Sciences’ 2018 Action Plan.

The plan details the progress you can expect to see over the next year towards achieving our new strategy – Beyond 2018 – and demonstrates a commitment to cementing our position as Australia’s leading health and biomedical faculty.

In many areas transformation is already underway. Since the launch of Beyond 2018 we have rolled out a number of new initiatives, including an annual awards series to recognise excellence in teaching, a disability advocacy fellowship to provide leadership on faculty support services and the Leaders Engaged in Academic Philanthropy program. We have also welcomed Professor Sandra Eades to the faculty as Associate Dean (Indigenous), as we continue to build our senior Indigenous leadership.

Our strategy is underpinned by five overarching goals that will drive transformation across the faculty. In my view, these goals are interlinked and will enhance opportunities for success across all our endeavours. This document outlines a set of focused actions for each of these goals that will lay crucial groundwork to ensure that into the future we will be known for:

- Driving success and excellence in research with large-scale investment in recruiting and developing brilliant and innovative scholars, building capacity in areas where we can achieve and maintain global impact
- Working in partnership to make a difference with shared priorities and new systems that will underpin a more effective and strategic way of working with hospitals, medical research institutes, communities and government
- A world-class environment for work and study with a modern physical environment and underlying infrastructure, efficient processes and systems that facilitate work and study, and first-class support for staff and students

The priorities set out in this plan are by no means an exhaustive list of all that we’ll do in 2018. The rapidly changing nature of our environment encourages us to remain open and adaptable, so that we can respond to new opportunities and challenges as they arise.

I look forward to working with you as we bring these initiatives to life.

Professor Shitij Kapur
Dean, Faculty of Medicine, Dentistry and Health Sciences
Assistant Vice-Chancellor, Health

February 2018
In August 2017, MDHS launched our new strategic plan – *Beyond 2018* – which lays out the faculty’s priorities for the next five years. Since its release, we have been busy developing an Action Plan for 2018 to detail the core initiatives that will be put in place over the next year. The Plan reflects the goals and intentions that underpin the Strategy and demonstrates our commitment to cementing our position as Australia’s leading health and biomedical faculty.

However, we’ve also been rolling out new initiatives since launch. Here is a snapshot of the progress we’ve made so far:

- **Established a new Disability Advocacy Fellowship** to provide leadership within the Faculty on disability-related issues. Dr Christian Nicholas from the Melbourne School of Psychological Sciences has been appointed as inaugural Fellow.

- **Established an annual series of Awards for Learning and Teaching Excellence**, including awards for Sustained Excellence in Learning and Teaching, Learning and Teaching Achievement, and Program Innovation.

- **Secured University funding for strategic investment in carefully selected areas of research** to deliver a major boost to our research performance, including the recruitment of new research leaders.

- **Appointed a MRFF Coordinator in partnership with RIC**, to provide timely information on new funding opportunities and priority areas relating to the MRFF, and support the submission of applications.

- **Launched the first phase of the Leaders Engaged in Academic Philanthropy program** to support senior academics to participate in the University’s Believe Campaign.

- **Piloted a new alumni-student mentoring program** for final year dental students to support their transition from training into the workforce.

- **Secured additional space on Level 13 of the Victorian Comprehensive Cancer Centre** to accommodate additional MDHS researchers.

- **Commenced a comprehensive planning process for a major new Centre for Clinical and Population Health Informatics** as a joint venture between the Faculty of Medicine, Dentistry and Health Sciences and the Melbourne School of Engineering.

- **The Kafka Committee launched a targeted campaign** to reduce red tape and administration across the faculty.

- **Hosted a LGBTIQA+ Ally Workshop** focussed on being an ally to the LGBTIQA+ community and promoting the creation of safe, inclusive and diverse workplace.

- **Established an Innovation and Enterprise Advisory Committee** to provide a mechanism to prioritise business development resources for commercial opportunities.

- **Secured space in the Western Edge Biosciences Stage 1 development** for a new state-of-the-art learning and teaching space, including wet and dry practical classrooms to accommodate growth and decant teaching activities affected by the construction of the Metro Rail Project.

- **Consolidated the governance, management and funding of the faculty’s bioresource facilities into a single university research platform – Melbourne Bioresources** – to improve research capacity, regulatory compliance and costs and resource efficiency.
1. Supporting people, passion and purpose

The best academic and professional environments welcome a diverse mix of people, and recognise and value their contributions. People choose to work at the University because of our reputation for excellence and supporting people to do their best work. It is our responsibility to enable staff to build fulfilling careers so that they succeed and thrive.

We encourage our staff to pursue meaningful careers and strive for excellence. Leaders and managers need to play an active role in helping staff reach their potential and should be equipped to support their development. Equally, our values and diversity should reflect wider society and be embedded and supported across all areas of the faculty.

We will support our staff to make a valuable contribution, demonstrate high-quality achievements and advance their individual careers. This will include rolling out new opportunities for development, clear expectations about performance, and recognition and reward for service and excellence. We will also publish and promote the faculty’s values and embed them into our performance frameworks.

What we’ll do in 2018:

• Launch an MDHS Academic Careers @ Melbourne Framework in early 2018. This will include launching a ‘one-stop-shop’ web portal for academic staff to obtain information and support resources on all areas of their academic careers and pathways.

• Roll-out targeted training and development initiatives for staff, starting early in 2018 with new programs to support staff and supervisors to engage in more frequent and effective performance and career planning discussions.

• Publish and promote the faculty’s values including examples of how they should be demonstrated. The Statement of Values will be launched in March 2018 with a series of workshops to increase awareness and understanding and will be embedded into the Faculty’s performance frameworks, leadership initiatives and recruitment processes.

• Deliver targeted leadership development initiatives that are informed by the University’s leadership framework and respond to local needs. This will include a leadership skills program initiated and co-designed by the Early Career Researcher Network.

• Play an active role in the development and roll out of a new University Performance Development Framework for professional staff.

• Launch a Reward and Recognition Framework. The new framework will be launched in late 2018 and will promote reward and recognition opportunities for high-performing academic and professional staff.

• Release a new Diversity and Inclusion Plan. The plan will be released in late 2018 and be aligned with the national Athena SWAN initiative.
Growing and developing our Indigenous workforce

Our Indigenous students, teachers and researchers contribute a wealth of experience and skills that enrich the perspectives offered by the faculty, and enhance the impact of our work on the health of Indigenous communities. We will support the recruitment, development and career progression of Indigenous staff and students. We will also increase the representation of Indigenous scholars and professionals within the faculty senior leadership group to provide expertise and support to grow our Indigenous research and teaching portfolios.

What we’ll do in 2018:

• **Recruit senior Indigenous academics** who will substantially enhance the program of Indigenous-led research and provide leadership to Indigenous PhD candidates and early career academics

• **Receive the first intake of students into a new ‘Graduate Gateway Program’**. The program aims to prepare Indigenous students for graduate coursework programs in health and biomedical sciences. We will launch a recruitment campaign in April 2018, with the inaugural program to run in the 2018 winter recess

• **Expand the Melbourne Poche Leadership Fellows Program** by accepting the enrolment of additional emerging Indigenous leaders
2. Creating tomorrow’s health workforce

We aspire to produce graduates with the skills, knowledge and character to shape and respond to a rapidly changing world. We see our role in this as continuing throughout an individual’s professional life, no longer ending with graduation.

What and how we teach must evolve to keep pace with rapid changes in the health sector and the needs of the current and future workforce. This includes a particular focus on continuing professional development and professionalism.

We will develop and deliver outstanding new programs that reflect the rapidly changing world of work and implement innovative new pedagogies and learning technologies.

**What we’ll do in 2018:**

- Expand the Course Sustainability and Optimisation Review to all our graduate award programs and launch a set of resources that will guide the development of new courses in the Faculty
- Identify current interprofessional activities in the Faculty, and set a workplan and timeline for developing and implementing new interprofessional initiatives
- Deliver a ‘New Custom Education Markets’ Plan for MDHS to guide joint investment by the Faculty and MSPACE into new education markets and new modes of delivery
- Appoint a Principal Academic for Health Informatics Training to work with relevant schools in MDHS, the Faculties of Engineering and Science, and our partners to jointly identify priorities for the development of data and analytic skills training programs
- Finalise the business case with Chancellery for a potential new undergraduate health degree in the first half of 2018
- Expand the Student Ambassador Program across the Faculty. The program, which has been successfully run in the Melbourne Medical School since 2012, will be offered to students across the Faculty’s six schools. A call for nominations for students to participate in the program will be announced in March 2018, for commencement in April.
Supporting teaching excellence and innovation

Teaching academics play a vital role in providing the best possible education and experience for our students. As technology, learning environments and pedagogy evolve, teachers must be supported to develop and innovate. We have recently established a new series of faculty awards to celebrate excellence and innovation in teaching. We will build on this in 2018 by establishing a new fellowship to provide further professional development support for teachers.

What we’ll do in 2018:

- Establish a new Dean’s Fellowship for Learning and Teaching. The annual fellowships will provide funding for teaching academics to travel nationally and internationally for learning and teaching professional development. A call for applications will be announced in mid-2018, with inaugural recipients to be announced in October.
3. Driving success and excellence in research

Research lies at the heart of what we do and our impact on society. It advances our understanding of the world around us and enables us to find solutions to critical problems. A long and distinguished history of scientific discovery has placed the faculty among the best in the world. It is our ambition to further elevate our success and excellence in research.

As the competition for talent and resources increases, we must not take our past success for granted. We must make smart choices about how to invest our resources to attain greatest impact and opportunity.

We will make a large-scale investment in recruiting and developing brilliant and innovative scholars, focusing on building capacity in areas where we can achieve and maintain global impact.

What we’ll do in 2018:

• Implement the University’s new research investment strategy. In partnership with Chancellery and other STEM faculties, MDHS will make investments in areas of current and emerging priority in preparation for changes to the national public funding priorities

• Boost our capacity in clinical and population health informatics. We will:
  • Recruit a team of applied researchers with expertise in health informatics, clinical health and health information technology, including a Director for the new Centre for Clinical and Population Health Informatics
  • Establish major nodes of health informatics activity with our partners, starting with the Austin Hospital, Royal Children’s Hospital and VCCC
  • Establish new collaborative agreements to facilitate access to health datasets for research

• Establish the Dean’s Fellowships for New Research Frontiers. The annual fellowships will provide up to $25,000 to support early career researchers to undertake a pilot research project to develop an independent research profile. A call for applications will be announced in mid-2018, with inaugural recipients to be announced in late 2018

• Continue to roll-out targeted support to ensure readiness for changes to the NHMRC and preparation for MRFF funding calls and the development of themed major initiatives

• Expand the mentoring program for early career researchers

• Release a discussion paper outlining options to address the under-representation of women in senior research leadership positions, for consideration at the Faculty Executive Committee, and to inform wider debate across the University
Translation of health and medical research into outcomes with direct community and economic impact requires capabilities in addition to core research skills and knowledge. This is reflected in a number of initiatives that aim to build an entrepreneurial culture and workforce in the faculty and increase student engagement.

**What we’ll do in 2018:**

- **Pilot a new biomedical research translation training program in mid-2018.** Initial activities will focus on pharmaceutical development and will provide pathways into other MDHS and University entrepreneurship development programs.

- **Establish the MDHS Shark Tank Competition,** which will provide an opportunity for staff and students to pitch projects and connect with expertise on the innovation cycle. A call for entries will be announced in June 2018.

- **Establish the Dean’s Innovation Fellowships.** The fellowships will provide up to $50,000 to support proof-of-concept analysis for early-stage projects. A call for applications will be announced in June 2018.

- **Roll out an entrepreneurship training program for PhD students.** The inaugural program will focus on developing skills in entrepreneurship and connecting students with incubator programs.
4. Working in partnership to make a difference

The nature and complexity of our work is such that partnership and collaboration are vital for us to affect meaningful and lasting change in society. There is tremendous opportunity for us to strengthen our relationships with partners, alumni and supporters to unlock their full potential.

We must strengthen our partnerships and alliances so that together we achieve a greater impact than we would by acting alone. These working relationships should be characterised by rich exchange of ideas and expertise, mutual respect, and shared commitment.

We will identify shared priorities with our partners and implement new systems that will underpin a more effective and strategic way of working with together. This will make it easier for our partners to do business with us.

What we’ll do in 2018:

• Pilot a new process for managing external partner relationships, starting with Melbourne Health. Throughout 2018, we will co-develop new approaches for working together and pilot new system to manage our relationship activities

• Provide clear guidelines and processes for how academic teams can connect and interact with the Melbourne Academic Centre for Health

• Appoint Principal Academics for western Melbourne and Shepparton and consult with community leaders to develop new community engagement strategies for each region

• Roll out the next phase of the Leaders Engaged in Academic Philanthropy Program. This will include ongoing development for initial program participants throughout the year and a second intake into the program in March 2018

• Expand student-alumni mentoring programs across the Faculty. This will include expanding the Melbourne Dental School Mentoring Program in 2018 and rolling it out to other schools in the Faculty starting with the School of Population and Global Health
Connecting globally

Engaging with overseas partners is critical to our mission to improve the health and wellbeing of people across the world. Our international agenda identifies China, India and South East Asia (including Indonesia) as priority countries with which to strengthen our engagement.

What we’ll do in 2018:

- **Identify Principal Academics for each priority region** – China, India and South East Asia – to lead the development and implementation of country engagement plans. The Principal Academics will lead a consultation and development process for country specific strategies.

- **Develop and release a China Engagement Plan that identifies priority areas for teaching, research and engagement.** This will include the establishment of a China Programs Team to support the Principal Academic China in developing and implementing the plan.

- **Pilot a new Visiting Fellowship Program.** The fellowships will provide up to $5,000 to support the two-way exchange of students or academics in areas of priority identified in the three country engagement plans. A call for applications will be announced early-2018, with recipients announced in mid-2018.

- **Plan and host the 2018 Universitas 21 Health Sciences Group Annual Meeting** from 10-14 September. This meeting is an opportunity to showcase the Faculty and the Precinct to an international audience.
5. Building a world-class environment for work and study

The setting in which we work and study is a key enabler of our success. It underpins our ability to conduct world-class research and provide an exceptional experience for our students.

To achieve all our goals, we must plan for and provide access to outstanding environments. This includes providing a modern physical environment and underlying infrastructure, efficient processes and systems that facilitate work and study, and first-class support for staff and students.

We will finalise business cases with Chancellery to identify our future infrastructure needs, including the imminent need to accommodate growth in research, and the longer-term plan to bring the six schools of the faculty together. The newly established Kafka Committee will identify what is no longer working and implement solutions that free up time for scholarship and provide better experience for staff and students.

What we’ll do in 2018:

- **Finalise with Chancellery a final accommodation plan for MRFF-related researchers.** The Faculty currently has limited options to accommodate the new researchers expected under MRFF-related programs. The Deanery and Chancellery are working together to finalise options by mid-2018

- **Complete a detailed impact assessment for the Metro Rail Project and execute mitigation plans** to minimise disruption to the Faculty once construction on the tunnel commences

- **Establish a joint-working group with Chancellery to identify the Faculty’s future infrastructure needs** and commence planning for a new Faculty building that will accommodate all six schools

- **Deliver an options paper for the MDHS collections and museums,** to support longer-term redevelopment of a new Faculty home, and to guide how the MDHS museums relate to the new University Science Gallery
Working smarter

The operational and administrative environments in which we work are as important to our endeavours as our physical environment. Policy and process should facilitate our work, not hold it back. Following the release of Beyond 2018 we immediately started to implement process improvements aimed at reducing red tape and administration across the Faculty. In 2018 we will continue our campaign to identify the top priorities for improvements.

What we’ll do in 2018:

- Deliver three rounds of red-tape and process improvements under the newly established ‘Kafka Committee’ in priority areas identified by staff and students
- Review and update the Faculty’s committee and council structures in the first half of 2018
- Review and strengthen internal communications to increase staff and student awareness of major initiatives and opportunities to get involved
- Roll-out a new student placement administration system across the Faculty. The system will streamline the compliance requirements for student placements and reduce administration for students and placement coordinators
How you can get involved

Achieving the ambitious targets set in Beyond 2018 will only be made possible through the ongoing involvement of our staff and students. We took a consultative approach to develop the strategic plan and included input from as many people from across the faculty as possible. As we work to convert our strategic plan into action, we encourage and welcome engagement from across MDHS to ensure that our Action Plan continues to reflect our large and diverse faculty.

Throughout the year there will be opportunities for staff and students to take part in consultation activities and working groups to help shape new initiatives. If you would like to get involved or have any comments, insights or feedback on our progress, please do not hesitate to get in contact with us via:

mdhs-strategyfeedback@unimelb.edu.au