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I am pleased to present the Faculty of Medicine, Dentistry and Health Sciences’ 2019 Action Plan.

When we released Beyond 2018 last year, we set an ambitious direction for faculty for the next many years – as we finish our first full year, I would like to share with you the progress we have made. There is a lot to thank you for, but particularly I would like to highlight the significant changes in:

• strengthening the faculty’s values-based culture and setting the standard of safe and respectful workplace behaviour
• raising the prominence of learning and teaching through clearer performance expectations, and new teaching awards and fellowships
• large-scale investment in recruiting and developing brilliant and innovative scholars, to increase our capacity to conduct world-class research

In 2019, we will continue to deliver on the commitments and aspirations of our plan. We will continue to strengthen the quality, scale and impact of our research driven by the Commonwealth’s Medical Research Future Fund. The faculty is preparing for the anticipated growth in research through investment in carefully selected areas of research, new fellowships and leadership development programs to support existing researchers, and the finalisation of an infrastructure plan.

We will also place a special emphasis on new opportunities in learning and teaching, through refocused marketing of postgraduate degrees, custom programs, online and continuous and professional education – and in delivering the latter we will capitalise on the recently established Melbourne School of Professional and Continuous Education (MSPACE).

2019 will also be the first full year of our 20th Vice-Chancellor, Professor Duncan Maskell. He brings a particular interest in collaborating with industry, in innovation and in commercialisation. Over the coming year Professor Maskell will be leading the development of a new strategic plan and I look forward to working with you to ensure that the faculty’s priorities are reflected in the new University plan; and we evolve our plan to reflect the University’s new ambition.

The progress made to date and our plans for the coming year are due in large part to the unwavering efforts of many people across the faculty. I am thankful to all who have been involved, and I look forward to seeing what we will achieve together in the coming year.

Professor Shitij Kapur

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

December 2018
The values of the Faculty of Medicine, Dentistry and Health Sciences

We work to improve the health and wellbeing of the communities we serve. We invest in developing the careers and wellbeing of our students and staff, fostering a culture that supports us all to do our best work. We are guided by our values in our pursuit of excellence.

**Collaboration and teamwork**
- We collaborate with each other and our partners to lead the advancement of health and wellbeing
- We connect locally and globally to advance and enrich the communities we serve
- We share our knowledge and expertise to achieve our goals
- We drive innovation and are open to new perspectives, ideas and ways of working

**Compassion**
- We provide an environment that is caring and upholds the health and wellbeing of students and staff
- We have the courage to act on our convictions
- We communicate and clarify our expectations of each other

**Respect**
- We respect the diversity of histories, lived experiences and futures of our students, staff and communities we serve
- We see diversity, inclusion and personal growth as a strength
- We create a safe place to work that fosters belonging and aspiration

**Integrity**
- We apply the highest standards of ethics and quality in all that we do
- Honesty and trust underpin our relationships
- We believe in freedom of intellectual enquiry and the value of diverse cultural knowledges
- We are humble learners and proud leaders

**Accountability**
- We are accountable for our actions, outcomes and conduct
- Our processes are efficient and transparent
- We hold ourselves accountable to those we serve
- We uphold our sense of place and our responsibility for the environment
Supporting people, passion and purpose

At the core of Beyond 2018 is a commitment to developing staff and fostering a culture that supports them to do their best work. In February this year we launched the MDHS Academic Careers @ Melbourne framework, which includes clear academic performance expectations, criteria for promotion and resources to support staff and supervisors to hold comprehensive career discussions, engage in effective professional development programs, and access meaningful rewards and recognition. Since its release, we’ve seen high levels of engagement with the framework, with 80% of the faculty’s academic supervisors completing training to support career discussions and a 40% increase in the number of applications for promotion.

This year we also released a statement of our faculty’s core values and made progress integrating these into our ways of working. The values have been established to guide decision making and behaviour and to underpin the wide range of interactions and professional relationships we have in our day-to-day work.

In 2019, we will implement the next phase of the MDHS Academic Careers @ Melbourne with the roll out of development programs and training resources to support the range of leadership and management roles across the faculty. We will also support the career development of our professional staff, contributing enhancements to the University’s professional staff performance framework, and release a revised Diversity Action Plan to further drive our faculty’s diversity and inclusion agenda.
In 2019, we will...

➢ **Continue to roll out initiatives and activities that embed our values into our expected workplace behaviour for all staff.** This will include updating and promoting the range of University support information and services available to staff

➢ **Release a new Recognition and Reward Framework.** Based on extensive consultation in 2018, the framework will establish a strategic, equitable and coordinated approach to recognising and rewarding high-performing staff and teams

➢ **Continue to play an active role in the enhancement of the University’s professional staff performance framework** delivering greater resources and support for professional career development in the faculty

➢ **Improve development offerings for staff,** via alignment to individual performance and career development needs, including a coordinated approach to staff mentoring

➢ **Develop a comprehensive approach to Diversity and Inclusion** that will address specific areas of under-representation in the faculty. In particular, people with diverse sexual identities, ethnicities and religious backgrounds. We will strengthen our commitment to the University’s Athena SWAN initiative through the achievement of specific faculty outcomes
Educating tomorrow’s health workforce

When we released Beyond 2018, we committed to giving more prominence to learning and teaching. So this year we’ve introduced initiatives to better recognise and support the vital role of our teaching academics. As part of the MDHS Academic Careers @ Melbourne Framework, we rolled-out clearer performance expectations for teachers and supported better-quality career discussions with supervisors. There is evidence that this is already having an impact, with three times the number of applications for promotion from teaching academics compared to last year. In 2018 we also launched the Dean’s Fellowship for Excellence in Teaching to recognise excellence and support professional development.

As education and healthcare continue to evolve at an increasingly rapid pace, we must ensure that we have the programs and curricula in place to develop graduates who can ably navigate and manage changing working environments. In 2019, we will place a special emphasis on interprofessional education and practice, and work-integrated learning. We will identify opportunities to develop new programs that span the continuum of a career in health and biomedicine. In addition, we will work across the faculty and with Chancellery to roll out new initiatives to enhance student experience, starting with streamlining administration and expanded mentoring programs.

Winners of the 2018 MDHS Awards for Learning and Teaching Excellence. From left: Dr Selina Parry, Dr Laura Downie, Dr David Vajjuta, Dr Gordon Yau, Dr Michael Pianta, Dr Meredith McKague
In 2019, we will...

- **Roll out the next phase of student experience enhancements.** This will include:
  - improvements to the digital student experience
  - continued expansion of student–alumni mentoring programs across the faculty, including a new Guaranteed Places Mentoring Program for dentistry, physiotherapy and optometry
  - working with Chancellery to streamline the administration requirements for PhD programs

- **Appoint an Academic Director, Custom and Professional Education** to lead the development of the faculty’s custom and professional education agenda. The Director will work closely with the recently established Melbourne School of Continuing and Professional Education (MSPACE) to identify opportunities to establish new programs

- **Develop a new faculty strategy for Interprofessional Education and Practice.** The strategy will be led by the recently appointed Academic Director of Interprofessional Education and Practice and will identify opportunities to integrate collaborative learning and practice into our curricula

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2018 Highlights

- Established the Dean’s Fellowships for Learning and Teaching Excellence. The three recipients each received a prize of up to $10,000 towards a national or international visit to foster significant connections with leaders in teaching and learning

- Expanded student–alumni mentoring programs across the faculty. This included a doubling of the Melbourne Dental School program and launching a new program in the Melbourne School of Population and Global Health

- Established a new Graduate Gateway Program for Indigenous students to attract and prepare prospective Indigenous students for graduate coursework programs in health and biomedical sciences

- Completed initiatives to enhance student experience, including
  - a new student placement management system
  - new welcome and networking event for international students across the faculty
  - appointing a MDHS liaison to improve communication and feedback between the Schools and Stop 1
  - repositioned the five MDHS teaching clinics with a new governance structure
Driving success and excellence in research

This year we’ve taken several important steps to ensure our continued research competitiveness in a transforming funding landscape. We’ve launched new internal grant schemes, to provide additional support for our early and mid-career researchers, and academics with an interest in entrepreneurship. We are in the midst of implementing our Driving Research Momentum strategy. Our existing researchers will benefit from the new capabilities and technologies these recruits will bring to the faculty and the new opportunities for collaboration they will provide. Our campaign to recruit Level C academics saw an overwhelming number of exceptional researchers from around the world express interest in coming to work for the University of Melbourne. The program has already seen us welcome many talented new researchers to the faculty.

In 2019, we will continue to strengthen the quality, scale and impact of our research with the new schemes that reward and recognise our high-performing researchers. We will also continue to prepare for the anticipated growth in research driven by the Medical Research Future Fund (MRFF), by finalising an accommodation plan that will ensure we have the infrastructure to accommodate growth and support best-practice research. We will launch new initiatives to build an entrepreneurial culture and increase translational research including piloting a new Innovation and Enterprise mentoring program for staff and students.
2018 Highlights

➢ Commenced implementation of our new research investment strategy - Driving Research Momentum

➢ Delivered a new series of workshops supporting researchers in applying for the new NHMRC Investigator grant scheme

➢ Provided support for the development of applications for new MRFF funding

➢ Rolled our new initiatives to hear directly from researchers and be more responsive to their needs

➢ Established a new Cancer Informatics Hub in partnership with the Peter MacCallum Centre for Cancer Research

➢ Announced the inaugural winners of the Dean’s Innovation Awards. The new awards aim to boost the Faculty’s commercial pipeline for scientific discoveries by supporting the development of innovative projects

➢ Launched new two internal grant schemes supporting early and mid-career researchers

2019 Actions

In 2019, we will...

➢ Award the inaugural recipients of the Dean’s Fellowships for Research Excellence. The Fellowships will provide safety-net salary and/or project support funding and additional professional development opportunities. The first call for applications for the Fellowships will close in March

➢ Implement new initiatives to support researchers in applying for Medical Research Future Fund (MRFF) funding and NHMRC programs, including
  • establishing new interdisciplinary research communities of practice aligned with the recently announced MRFF research priorities
  • commencing implementation of an infrastructure plan to accommodate the expected growth in researchers in the faculty

➢ Successfully integrate new DRM recruits into the faculty. This will include ensuring that there are opportunities for mentoring and collaboration with existing researchers

➢ Make a major investment to strengthen and coordinate the University’s clinical trials capabilities to bring together clinical trial activity from across the faculty and provide specialist services for the development and management of clinical trials

➢ Appoint a Director for the new Centre of Clinical and Population Health Informatics

➢ Deliver a new series of ‘bootcamps’ to assist researchers to improve translational research impact. A call for applications to participate in the program will be made in late-2018 with bootcamps to be held throughout 2019

➢ Review the faculty’s current postgraduate research training arrangements to inform the development of a wholistic research training strategy, which will address learning experience, skills development and employability, to be released in 2020
Reflections on our Indigenous Development Strategy

Since joining the faculty as Associate Dean (Indigenous) almost a year ago, I’ve been extremely impressed with the positive contribution the faculty is making to Indigenous development and the way it is embraced and supported by passionate teachers, researchers and professional staff. This year we’ve achieved several important milestones and implemented new initiatives that demonstrate our commitment to growing and developing the next generation of Indigenous health professionals and academics.

In 2014, the faculty committed to Indigenous student recruitment targets that aimed to increase the number of Indigenous graduate students. Working closely with the Poche Centre and Murrup Barak we have just enrolled our twentieth Indigenous RHD student, and next year will welcome the largest incoming cohort of Aboriginal students to the Doctor of Medicine. In 2018 we also launched the Ngarra-jarraddjak (Healthy) Graduate Pathways program to attract and prepare prospective Indigenous students for graduate coursework programs in health and biomedical sciences.

As the number of Indigenous students undertaking their studies in the faculty grows, we must focus on clearly articulating transition pathways and supporting their progression into the academic workforce. With the many new RHD students enrolled in the faculty, I’d like to focus on clearly articulating career pathways for PhD graduates and developing new postdoctoral fellowships to support their transition.

Another focus for the coming year is the development of an Indigenous workforce plan. With Aboriginal and Torres Strait Islander Health identified as a top priority for the Medical Research Future Fund, it is important that we strengthen the faculty’s Indigenous research capacity. Development of an Indigenous workforce plan that is aligned with the faculty’s strategic plan, People and Culture Program Map and Reconciliation Action Plan will set out a plan to grow the faculty’s Indigenous workforce and provide new opportunities for development and mentoring.
We have welcomed new senior Indigenous academics to the Faculty including Professor Sandra Eades, as our new Associate Dean Indigenous and Associate Professor Luke Burchill, Australia’s first Indigenous cardiologist.

Launched the new Ngurra-jarraddjak (Healthy) Graduate Pathways for Indigenous students to attract and prepare prospective Indigenous students for graduate coursework programs in health and biomedical sciences.

Established a new networking function for Indigenous staff, students and alumni to showcase the strength, leadership and diversity of the Faculty’s Indigenous community and build connections.

Expanded the Melbourne Poche Leadership Fellows Program. Rising leaders in Indigenous health headed to London for an intensive fellowship program run in collaboration with King’s College London. The program included opportunities to network with leading health professionals, build on their discipline and consider how far their leadership reach could expand for better Indigenous health.

Established an MDHS Indigenous Learning and Teaching Community of Practice. Both Indigenous and non-Indigenous staff with interest in Indigenous learning and teaching come together to share practices and opportunities that can help us build a strong Indigenous learning and teaching culture in the faculty.

Held the Festival of Health Research for Indigenous PhDs and postdocs. The festival was hosted by the Poche Centre for Indigenous Health and the Poche Indigenous Health Network and centred around the theme of Indigenous health leadership.

Held an inaugural Indigenous health research symposium together with the Melbourne Academic Centre for Health. The one-day program brought together over a hundred Indigenous health researchers from across the MACH network to provide a forum for voices to be heard and to showcase emerging research leaders.

Highlights so far...

Building connections in the MDHS Indigenous Community. Indigenous MDHS staff, students and alumni came together for a networking function, enjoying The Art of Healing: Australian Indigenous bush medicine at the Medical History Museum.
Working in partnership to make a difference

It’s when members of our Faculty actively engage beyond the borders of the University, that we have most meaningful impact on the health and wellbeing of individuals and the community. As a Faculty we have developed extensive relationships with hospitals, the primary care sector, medical research institutes, government and the communities. In October the Faculty hosted a visit from Dr Ilse Treunicht, former CEO of Toronto’s MaRS Discovery District, the world’s largest innovation hub. The visit brought together representatives from the University, our many partners, the biotech sector and finance and business sector, and state government to gain insights into how we can work with our partners across traditional academic boundaries to foster innovation and entrepreneurship.

In 2019, we will continue work to strengthen and deepen our partnerships. We will work closely with our healthcare, research and industry partners and government to develop a precinct-wide approach to biomedical innovation and research translation. We will formally establish a joint MRI Taskforce – together with RIC and Chancellery – to enhance and extend our engagement with institute partners. Engaging with our overseas partners remains an important part of our strategy. In 2019, we will work closely with Chancellery to ensure that the Faculty’s international priorities are reflected in the University’s country strategies and that we have robust processes in place to identify and prioritise new international initiatives.
2018 Highlights

➢ Rolled out the second phase of the Leaders Engaged in Academic Philanthropy Program with 130 academic attending workshops held in March

➢ Hosted an inaugural Reunion Weekend for alumni of the Melbourne Medical School. The program included a range of tours, social and professional development opportunities and class reunions

➢ Hosted the Universitas 21 Health Sciences Group Annual Meeting in September. The week-long program focused on Student Mental Health, Gender-Based Violence and Indigenous Health

➢ Hosted a networking function for Indigenous MDHS staff, students and alumni. The event centred around The Art of Healing: Australian Indigenous bush medicine at the Medical History Museum and showcased the strength, leadership and diversity of the Faculty's Indigenous community

2019 Actions

In 2019, we will...

➢ Streamline the grant submission process for projects that involve multiple partner organisations starting with applications for MRFF grants administered through the Melbourne Academic Centre for Health

➢ Work with our partners and government to support greater entrepreneurship and innovation in the Melbourne Biomedical Precinct

➢ Prepare for the first intake of Doctor of Medicine (Rural) students in partnership with Latrobe University in 2022. This will include the development of a student accommodation plan for the Dookie/Shepparton area

➢ Expand mentoring and training opportunities for academics to engage in philanthropic initiatives through the Leaders Engaged in Academic Philanthropy Program

➢ Increase access to the faculty’s museum collections to engage students, individuals and communities in important health issues, including:
  • touring the Medical History Museum’s Art of Healing exhibition to King’s College London and the Medical History Museum in Berlin
  • reopening the Harry Brookes Allen Museum of Anatomy and Pathology for group tours
  • hosting new exhibitions together with our partners
Building a world-class environment for work and study

In 2018 we have completed projects to upgrade our physical infrastructure across a number of sites, including our clinical schools, Bio21, the Melbourne Dental Hospital and Medical Building. We have also initiated a comprehensive planning process – together with Chancellery – to determine the faculty’s future infrastructure needs to accommodate expected growth in research activity over the next eight years. In 2019, we will commence implementation of new projects to enhance and expand the faculty’s infrastructure, this will include refurbishing underutilised spaces to be more efficient and modernising ageing infrastructure.

Ensuring that the Faculty is financially sustainable and that our processes are effective and efficient underpins the important work we do. This year we commenced the roll-out of a new streamlined committee structure that will ensure decision making in the faculty is transparent, timely and assigned to the appropriate level. We’ve also made gains in reducing administrative burden and red tape across the faculty through Project Kafka.

Driving major infrastructure projects, improving financial efficiency and identifying opportunities to generate new revenue will be major areas of focus for us in 2019. We will also complete the next phase of Project Kafka, focusing on feedback from our academic staff.
2019 Actions

In 2019, we will...

➢ Commence implementation of 2019 infrastructure projects including:
  • refurbishing parts of the Redmond Barry Building for Melbourne School of Psychological Sciences
  • expanding the Melbourne Dental School’s pre-clinical and teaching facilities at the Royal Dental Hospital of Melbourne and the Melbourne Dental Clinic
  • refurbishing PC2 laboratories on Level 7 of the Medical Building for the Department of Physiology in the School of Biomedical Sciences

➢ Roll out a comprehensive approach to improving the faculty’s financial sustainability. This will include identifying new opportunities to generate revenue and targeted initiatives to improve financial efficiency

➢ Complete the second round of Kafka projects. The first half of 2019 will focus on feedback from a recent academic staff survey. Focus of the next round will include further improvements to the digital student experience, HR processes and collaborative projects with University Services

➢ Increase the representation of students and early-career researchers at the faculty’s annual leadership conference and on Faculty Council

➢ Complete roll out of the faculty’s new committee structure in the first half of 2019. This will include the establishment of a further three Faculty Executive sub-committees – Engagement, Faculty Operations, and Learning and Teaching

2018 Highlights

➢ Initiated a comprehensive planning process to determine the faculty’s future infrastructure needs. We are working with Chancellery to develop a comprehensive accommodation strategy

➢ Formally established our Kafka committee and completed the first nine process improvement projects

➢ Established new internal communication channels to strengthen the faculty’s internal communication, including twice yearly Dean’s roadshows, monthly video updates from the Dean, and monthly staff newsletter

➢ Completed fit out of the Level 13 of the Victorian Comprehensive Cancer Centre. The new space will accommodate the new Cancer Informatics hub – a joint initiative with the Peter MacCallum Cancer Centre

➢Commenced the roll-out of a new streamlined faculty committee structure, including new terms of reference for the Faculty Executive Committee and the establishment of new sub-committees – Research, and People and Culture

➢ Completed upgrades to our physical infrastructure across a number of sites, including our clinical schools, Bio21, the Melbourne Dental Hospital and Medical Building