



# **DUNEDIN SCHOOL OF MEDICINE**

## **STRATEGIC PLAN**

**2008 - 2013**

## **A MISSION STATEMENT**

### **Purpose**

The purpose of the Dunedin School of Medicine (DSM) is to provide an environment which promotes the extension, sharing and application of knowledge in the science and practice of medicine, public health and allied disciplines. As an integral part of the University of Otago, DSM seeks to maintain a high national and international reputation in teaching, research and community service.

### **Aims**

To be acknowledged nationally and internationally as a centre of excellence for learning in the science and practice of medicine, public health and allied disciplines.

To provide and contribute to research-informed undergraduate degree courses in medicine and other health sciences, of high international standard and quality, for the development and maintenance of a suitably qualified and competent work force in New Zealand.

To undertake research of an international standard in health, biomedical sciences, and in related disciplines, and to aim to maintain a skilled research workforce in New Zealand.

To meet the identified needs of health professionals for their vocational and continuing education, by providing courses of high quality, leading to certificates, diplomas, undergraduate and postgraduate degrees in medicine, public health and the health sciences.

To promote and assist the development of good health in the New Zealand community through clinical practice, advisory work and other community initiatives.

To be committed to the Treaty of Waitangi and improving the health of Maori

## **B VALUES**

### **Our agreed Values are:**

- The central place of professional service, professionalism and humanity
- A commitment to truth (the pursuit of knowledge)

- Integrity and reliability
- A commitment to the health sciences
- An acknowledgement of and a promise to honour the principles of the Treaty of Waitangi
- A commitment to excellence in scholarship, teaching and research
- Human respect, including cultural respect
- The vital place in our work of teamwork, trust and collegiality
- The essential role of good relationships, acknowledging the absolute requirement for collaboration and interdependence both within our group and with outside bodies, particularly the other schools in our Faculty and the providers of clinical services
- The importance of an international perspective
- The critical function of openness and self-reflection individually and as a group, in improving our knowledge and the standard of our work
- A commitment to the proper care and welfare of students and staff
- Responsiveness to community needs for advice and to New Zealand workforce needs.
- The school values highly the traditional University role of critic and conscience for Society
- Innovation in research and teaching
- Honouring the Dunedin School of Medicine's strong and proud historical foundation.

**These values will guide our strategic direction for the next five years**

## **C STRATEGIC IMPERATIVES AND GOALS FOR THE NEXT FIVE YEARS**

### **1. Achieving Research Excellence:**

- i. To be a research-led medical school
- ii. To provide an environment that encourages internationally recognised research

### **2. Achieving Excellence in Research - Informed Teaching**

- i. To provide an appropriate financial and physical environment for effective teaching, clinical training and quality learning.
- ii. To provide a supportive environment for learning that enables all students to reach their full potential and that promotes life-long learning.
- iii. To provide effective and efficient teaching and assessment for students.

### **3. Ensuring Outstanding Campus Environments and Student Experience**

- i. Provide a supportive environment that enables staff and students to reach their full potential.
- ii. To have an efficient and open management structure that empowers staff and students.
- iii. To enhance DSM's financial viability
- iv. To have coherent and effective ICT.

### **4. Contributing to the National Good and to International Progress**

- i. To enhance and demonstrate the value of the School to the University, the Government, the medical community, and the wider public.
- ii. To retain and repatriate New Zealand medical graduates to work in New Zealand.
- iii. Zealand.
- iv. To encourage “internationalisation” in research, education and service at DSM

### **5. Strengthening External Engagement**

- i. To have effective relationships within the university and with external bodies

- ii. To have meaningful relationships with *mana whenua* and other Māori communities based on the Treaty of Waitangi principles of partnership, participation and protection.

## **6. Building and Sustaining Capability**

- i. To ensure the development, recruitment and retention of academic and research staff of international standard,
- ii. To give effect to our commitment to the Treaty of Waitangi
- iii. To enhance our innovations in rural health, research and community teaching.
- iv. To strengthen teaching and research in mental health.
- v. To value diversity across gender, ethnicity, work place site and role amongst DSM staff and for the DSM staff profile to reflect this diversity.
- vi. To maintain School strategic research capability
- vii. To modernise Teaching and Research
- viii. To promote School-wide cohesion and collaboration

## **D DETAILED OBJECTIVES BY IMPERATIVE AND GOAL**

### **1. Achieving Research Excellence:**

<b>i. To be a research-led medical school</b>
<b>Detailed Objectives</b>
<ol style="list-style-type: none"><li>1. To have proportionally greater research activity in the School, as measured annually by:<ol style="list-style-type: none"><li>a. Increased external research funding</li><li>b. An increased publication count</li><li>c. An increased number of research-active staff</li><li>d. An increased number of completed postgraduate research degrees</li><li>e. An increased PBRF score for the staff (each PBRF round)</li></ol></li><li>2. To investigate ways to improve the quality of research in the School.</li><li>3. Continue to review the allocation of resources between teaching and research.</li><li>4. To have an effective research organisational structure</li><li>5. The Dean's Executive to consider and where appropriate institute the recommendations of the Research Advisory Group on research funding.</li><li>6. To increase the number of undergraduate students who participate in research as measured annually by:<ol style="list-style-type: none"><li>a. The numbers of BMedSci students,</li><li>b. The number of summer studentships,</li><li>c. The number of student publications</li><li>d. The number of students enrolled in the intercalated PhD scheme.</li></ol></li><li>7 To increase the number of postgraduate health research students</li><li>8. To promote research in education and curriculum development.</li><li>9. To promote collaborative research in Southland.</li><li>10. To improve research in departments currently producing comparatively less research.</li><li>11. To improve research collaboration between departments.</li></ol>

12. To stimulate increased collaboration with outside researchers.
13. To focus on areas of research strength to create even stronger research groups.

**ii. To provide an environment that encourages internationally recognised research.**

**Detailed Objectives**

1. Continue to lobby Ministers and government bodies for adequate research funding
2. RAG and the Dean to continue to present proposals to DSM Executive meetings clarifying research funding and support issues in the School with particular reference to overhead disposition and PBRF funds.
3. Hold a meeting twice a year to hear the views of full time research staff.
4. To examine what fellowships and links with the ODHB are currently available to undertake postgraduate medical research.
5. Ensure an appropriate physical environment and related infrastructure for research

## 2. Achieving Excellence in Research - Informed Teaching

### **i. To provide an appropriate financial and physical environment for effective teaching, clinical training and quality learning.**

#### **Detailed Objectives**

1. Identify needs and options to develop physical facilities for teaching in the community generally and in particular rural areas to accommodate increased numbers of students.
2. To support South Campus Redevelopment.
3. To continue to actively seek further plans and funds for upgrading the Hercus Building, including student areas
4. To define options for the relocation of Psychological Medicine closer to other services.
5. Make sure computer facilities are available for students in clinical areas.
6. To pursue options to maximise opportunities for teaching students in out-patient clinics.
7. To continue to pursue opportunities and collaborations in providing post graduate education including training for specialist qualifications.

### **ii. To provide a supportive environment for learning that enables all students to reach their full potential and promote life-long learning**

#### **Detailed Objectives**

1. Encourage academic professionalism by students through clear guidelines and direct feedback on performance and behaviour
2. Increase emphasis on teaching academic ethics in the medical course.
3. Provide effective role models for students through continued quality improvement activities for teachers, and the development of policies to deal with reports of poor professional functioning while teaching

4. Continue to introduce processes of feedback that protect students and bring more accountability by consultants and teaching staff in the way that they interact with students.
5. Involve all interested staff and students in the development and implementation of a redeveloped curriculum.
6. Support MEG in its continued role of bringing consistency in the standard and content of teaching across the School

**iii. To provide effective and efficient teaching and assessment for students.**

**Detailed Objectives**

1. MEG to continue to ensure with Departments that assessment matches students' clinical experience.
2. MEG to provide a report into methods of assessment that test students ability to use written communication and think critically for possible inclusion into a redeveloped curriculum.
3. MEG to ensure with Departments that formative assessment precedes summative assessment in the current DSM curriculum and to assist in Faculty wide discussion of coordinated assessment across the three schools, for inclusion in a redeveloped curriculum.

### 3. Ensuring Outstanding Campus Environments and Student Experience

**i. Provide a supportive environment that enables staff and students to reach their full potential.**

#### **Detailed Objectives**

1. Encourage staff to utilise the available research, study, and conference leave provisions
2. Provide further real opportunities to staff for involvement in School structures
3. Continue to try and improve work conditions including the physical environment
4. As far as possible reduce unnecessary bureaucratic loads on staff, but devolve real administrative authority and decision making as much as possible.
5. Provide forums for staff opinions and ideas to be heard and taken forward
6. Promote collegiality in the School, including, importantly, all general staff
7. Have a six monthly DSM Assembly of all staff

**ii. To have an efficient and open management structure that empowers staff and students.**

#### **Detailed Objectives**

1. Reduce unnecessary administrative processes for HODs.
2. Hold annual strategic planning days which include students.

### **iii. To enhance DSM's financial viability**

#### **Detailed Objectives**

1. Manage the development and implementation of a redeveloped curriculum to minimise any additional expenditure over current costs.
2. Manage additional resources required for increased student numbers to maximise the financial gain.
3. In conjunction with the wider University, attempt to increase revenue through the development of further grants, donations and bequests from the Otago/Southland business community to DSM.
4. Increase and encourage additional revenue generated from commercial and consulting activities.
5. Review existing processes to reduce the impingement of clinical demands on teaching and research time.
6. Departments to review all marginal courses / papers with low student numbers and assess their viability.
7. Support within the division, a review of the EFTs allocation model with particular regard to the unfair work vs income distribution between large lectures and small group teaching.
8. Encourage involvement in first year teaching, provided that equitable reimbursement compared to other schools and departments is confirmed.
9. Departments to ensure marginally funded research approvals are strategically justifiable. Encourage where at all possible that research grants are fully costed.
10. Implement a capital replacement and depreciation recovery policy to ensure DSM is able to afford to replace its assets / infrastructure on a timely basis.

**iv. To have coherent and effective ICT.**

**Detailed Objectives**

1. The 'ICT in the Curriculum Working Group' setup by the 2007 DSM curriculum review will develop a documented set of ICT priorities for the DSM by Aug 2008.
2. Priorities for ICT development should include but not be limited to:
  - Implementing an effective intranet to improve the flow of electronic data between all departments and the rest of the university.
  - Developing a plan for the introduction of leading ICT technologies into the clinical curriculum.
  - Continuing to pursue effective collaborative technologies to enable ICT rich distance teaching with remote, rural and immersion students.
  - Consideration of employing a CAL/multimedia developer
  - Improving the backup storage available, and the length of the backup cycle, to cope with the ever increasing amount of data requiring backup.
  - Considering a DSM wide archiving process for all important electronic data.
  - Improving help desk request management and response times. Investigate ICTSG helpdesk software options by July 2008.
  - Improving processing of new equipment orders and the setup and commissioning of new computers to staff by June 2008.
  - Completion of a staff ICT satisfaction survey by May 2008.
  - Completion of a student ICT satisfaction survey by Aug 2008.
3. Implement the recommendations of the ICT in the Curriculum Working Group by Jan 2009.

#### **4. Contributing to the National Good and to International Progress**

<b>i. To enhance and demonstrate the value of the School to the University, the Government, the medical community, and the wider public.</b>
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<b>Detailed Objectives</b>
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| <ol style="list-style-type: none"><li>1. Develop a marketing plan, including costs, for DSM and its purposes and direction.</li><li>2. Consider alternative names for the School.</li><li>3. When financially possible, appoint a Communications Manager to the School to act as a conduit for all publicity, encourage wide dissemination of the work of DSM's staff and fertilise media interest in the School.</li><li>4. Hold one consultative public meeting a year.</li><li>5. Continue to put in proposals for government initiatives.</li><li>6. Make representations and submissions to government on major health issues when they emerge.</li></ol> |
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<b>ii. To retain and repatriate New Zealand medical graduates to work in New Zealand</b>
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<b>Detailed Objectives</b>
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| <ol style="list-style-type: none"><li>1. Support the provision of clear and facilitated undergraduate and postgraduate pathways for students to follow into clinical and academic posts in New Zealand.</li><li>2. Emphasise the need for, and importance of healthcare in New Zealand in both undergraduate and postgraduate teaching programmes using case studies and examples.</li><li>3. Encourage and develop elective programmes within New Zealand and the South Pacific in areas of healthcare need.</li><li>4. Encourage and provide opportunities for students to learn Maori.</li></ol> |
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5. Actively promote and educate students on the career options, supports and benefits available within the New Zealand healthcare sector.
6. Work with DHB's and the Medical Colleges on recruitment and retention strategies improving postgraduate training pathways and opportunities.
7. Participate more actively in postgraduate education with a view to creating more funded and flexible medical teaching and research opportunities in New Zealand.
8. Lobby Ministers and government bodies to actively promote policy change to improve retention of graduates including, scholarship, bonding, and financial incentive programmes.

### **iii. To encourage “internationalisation” in research, education and service at DSM**

#### **Detailed Objectives**

1. To consider Professor John Hamilton's report on internationalisation of the curriculum and incorporate, as appropriate, his proposals into the undergraduate medical teaching.
2. To support the development, by the Centre for International Health, of a network of University of Otago researchers in international health. To provide excellent academic and pastoral support for international students and thereby support the contribution of such students to the cultural diversity of the School.

## 5. Strengthening External Engagement

### **i. To have improved and more effective relationships with external bodies.**

#### **Detailed Objectives**

1. Support and continue the working party to delineate options for further development of the relationship between the DHBs and DSM towards the 'Teaching Hospital' concept.
2. Further the working relationship between DSM's Dean, Associate Dean of Research and Research Committee, and research funding bodies, particularly HRC.
3. Consolidate relationship with the Southland DHB, and the Southern Alliance.
4. Pursue links with Southlink Health and any PHOs formed in the new primary care environment.
5. Continue to support and consolidate the relationship with the three sister schools under the Faculty of Medicine umbrella.
6. Continue to encourage participation of DSM staff in Ministry of Health committees and working parties.
7. Invite politicians including the local MP, Minister of Health and Minister of Education to participate in the School, including discussions with DSM staff.
8. Consolidate important relationships that exist between the School, its members and their professional Colleges.
9. To develop partnerships with local businesses particularly with a view to FORST funded project
10. To establish a "Friends of the Dunedin School of Medicine" community group to assist with student learning and curriculum development. This group of people, using their experience as patients, could be asked to share their experience of illness with students and could be a referent group for advice in curriculum planning
11. To establish links with communities and community agencies with whom students may interact in exploring the health needs of communities and provision of health services within early community contact courses
12. Consolidate and further develop working relationships with administrators and providers of relevance to rural health programmes

13. Develop and consolidate relationships with non-medical health professional bodies and their members

**ii. To have meaningful relationships with *mana whenua* and other Māori communities based on the Treaty of Waitangi principles of partnership, participation and protection.**

**Detailed Objectives**

1. To involve appropriate people from *mana whenua* and other local Māori communities as guest lecturers in the undergraduate hauora Māori teaching programme.
2. To work with the Māori Liaison Office in engaging with *mana whenua* and other local Māori communities to promote the recruitment and retention of Māori students into the Otago Medical School.
3. To consult with *mana whenua* and other local Māori communities on the continuing development of the undergraduate hauora Māori curriculum.

## 6. Building and Sustaining Capability:

- i. To ensure the development, recruitment and retention of academic and research staff of international standard.**

### Detailed Objectives

1. Continue to lobby within the wider University and with government for equity of academic salaries with DHB pay scales and private remuneration.
2. Establish an enhanced website for the DSM as the international 'front door' of the School.
3. Create an 'Orientation Check List' to help guide the welcoming in of new staff.
4. Dean to establish policy on 'exit interviews' for staff leaving to provide a database of information about satisfactions and dissatisfactions with jobs at DSM.
5. Dean's Office to compile a folio of information on living in Dunedin, including international and national comparisons of living costs.

- ii. To give effect to our commitment to the Treaty of Waitangi**

### Detailed Objectives

1. To develop, consult upon and complete a Maori Strategic Plan within the DSM that is aligned to the University of Otago Maori Strategic Framework.  
(Suggested completed time frame by October 2008)
2. To incorporate into the DSM Maori Strategic Plan objectives and goals for Maori development including: Leadership, Partnership, Maori Research, Growth and Development, Quality Educational Programmes and Language and Culture.

**iii. To enhance our innovations in rural health, research and community teaching.**

**Detailed Objectives**

1. To support the General Practice Department in their innovative and excellent development work in community teaching and rural practice.
2. To continue to lobby government for adequate funds to deliver the current rural programmes.
3. To develop a rural health curriculum which integrates undergraduate education with vocational training and continuing professional development .
4. Depending on available funds, to establish a Professor/ Associate Professor of Rural Health to head a Rural Health unit.
5. To continue to develop as funds allow facilities and staff in the rural environment for teaching in rural health. This will include clinical access for medical students and enhanced facilities for communication between sites and with Dunedin and Invercargill.
6. To develop, as funds allow, a faculty development programme for rural teachers, to ensure ongoing high quality educational experiences for students, to maintain teacher motivation, and to further the academic recognition of Rural Health and to stimulate research.
7. To further develop rural teaching centres looking at combining service and teaching roles and to look at innovative methods of supporting rural faculty.
8. To work with local DHBs to further develop an enhanced education programme and qualification in Rural and Provincial Hospital Medicine.
9. To support the further development of the Matagouri rural health students' club at DSM and other related Dunedin institutions involved in health

**iv. To strengthen teaching and research in mental health.**

**Detailed Objectives**

1. To fill the vacant senior lecturer position in Psychiatry.
2. To develop a Senior Lecturer position in Clinical Psychology.

3. To complete appointment to Hazel Buckland Chair in Psychiatry.
4. To facilitate excellence in Mental Health teaching and training following relocation of MH clinical services to Wakari.
5. To establish a combined working party with the ODHB and SDHB to address the issues of recruitment and retention of psychiatric staff.
6. To review and develop post-graduate teaching courses in the Department of Psychological Medicine that match future skills training demands (eg, Health Psychology, Cognitive Behaviour Therapy).

**v. To value diversity across gender, ethnicity, work place site and role amongst DSM staff and for the DSM staff profile to reflect this diversity.**

**Detailed Objectives**

1. To analyse the profile of DSM staff, capturing gender, ethnicity, and linking this to roles and place of work. This analysis to include identification of significant gaps.
2. Based on this gap analysis, to explore DSM staff experience of factors impacting on their development and participation, including those that facilitate and those that act as barriers.
3. To identify current Human Resources strategies and initiatives relevant to supporting diversity among DSM staff, for example, University of Otago and District Health Board Equal Employment Opportunity policy and strategy.
4. To gather this information prior to the next DSM strategic planning meeting where it can inform further policy and strategy development to enhance the diversity of the DSM profile.

**vi. To maintain School strategic research capability**

**Detailed Objectives**

1. Ensure school Research budgets ring fence sufficient funds for strategic initiatives and back up contingencies.
2. Acknowledge role of research staff and pursue policies that bring the conditions of employment for these staff closer to other academic staff.

3. Continue to build a collaborative relationship with the ODHB which facilitates clinical research opportunities.
4. Develop more opportunities and resources for support of new researchers.
5. Support productive research staff.
6. Increase initiatives for identifying and promoting research careers for capable students and professional clinical trainees.

## **vii. To Modernise Teaching and Research**

### **Detailed Objectives**

1. To be proactive in identifying and responding to future trends in systems of health care delivery such that teaching and research address the future health care needs within New Zealand communities.
2. To identify how the DSM can best be responsive to changes in the NZ population characteristics (e.g. aging population, migration patterns) in its teaching, research, and workforce development.
3. To provide student experiences that encourage analysis of health care systems and work experience within different actual or simulated systems, incorporating team functioning across multi professional groups.
4. To identify what constitutes effective and appropriate research governance for the DSM and to develop an effective Research Governance plan.
5. To value diversity in the student group (including gender, ethnicity and personal backgrounds and circumstances, including parental and whanau responsibilities) through supportive and flexible systems that encourage participation and minimise barriers in order that all students may enjoy productive experiences within their medical education.

## **viii. To promote School-wide cohesion and collaboration**

### **Detailed Objectives**

1. To encourage each department to consider and accept that it is part of, and has responsibilities to, the wider school.
2. To establish Departmental goals that contribute to School goals to produce cohesion.
3. To ensure genuine interdepartmental collaboration in teaching ie Inter - Departmental barriers should be broken down.

4. To encourage interdepartmental collaboration in research.
5. To develop a formal network of departmental administrators to add to interdepartmental collaboration.