Prince of Wales Clinical School

Draft Strategic Plan 2013 - 2015

FOR CONSULTATION
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Executive Summary
This report summarises a strategic planning process which began in September 2012 in which the leadership group of the Prince of Wales Clinical School commenced an open discussion to provide an assessment of where the Prince of Wales Clinical School might strengthen its linkages between the Hospital, Learning and Teaching, Basic Research, Clinical Research and the Community to ensure the greatest impact on education, research and community engagement.

During our discussions, several themes emerged in areas in which the Prince of Wales Clinical School could focus. These themes form the following four strategic priorities for the School:

1. To reinforce the educational mission by strengthening the linkages with Researchers, Clinicians and the Community
2. To identify and promote areas of research excellence by facilitating the linkages between Researchers, Clinicians and the Community
3. To create a culture of community engagement by facilitating linkages.

Strategic Priority One
To reinforce the educational mission by building and consolidating strong, dynamic and vibrant linkages with Researchers, Clinicians and the Hospital

What would it look like (OBJECTIVES)
- Increase awareness and reputation by expanding our teaching to Arts, Engineering, IT, Health Economics.
- Increase engagement with potential teachers by actively identifying and inviting clinical staff to become members of the School.
- Raise profile awareness by developing an outreach educational program and actively engaging community groups with students.
- Raise our profile as an active participant in hospital based interdisciplinary teaching programs

Strengths that we can build on to deliver this:
- Excellence of conjoint clinical staff engaged in teaching
- Nurturing environment
- Fundamental Ethos to provide a caring environment for students

In 2013 – 2015 some practical steps that will help us achieve this: (ACTIONS)
- Develop undergraduate teaching courses aimed at expanding teaching beyond the Medicine program.
- Ensure teaching plans are developed in full consultation with Hospital Departments.
- Engage more clinicians in teaching.
- Ensure conjoint and clinical academic staff involvement is recorded and recognized.
- Implement student feedback surveys across all Phases.
- Improve feedback processes to conjoint and clinical academics
- Develop a calendar of outreach events.
- Work with hospital based professional teachers to contribute to an interdisciplinary teaching program

Strategic Priority Two
To identify and promote areas of research excellence in the School and Hospital by facilitating linkages between Researchers, Clinicians and the Community

What would it look like (OBJECTIVES)
1. Leverage high clinical throughput that creates automatic link to research
2. Strategic investment in recruitment of world class clinicians and researchers
3. Promote culture of research within Hospital
4. Develop systems of reward and recognition
5. Use Clinical School as vehicle for collaboration between basic researchers and clinicians to highlight work and interests
6. Provide data linkages – a seamless ability to manipulate data within an ethical provide
7. Expand research and clinical networks through vehicles such as the Translational Cancer Research Network
8. Provide a structured approach to clinical trials

Strengths that we can build on to deliver this:
- Existing Areas of Excellence (eg Cancer, neurosciences, toxicology, orthopaedics
- Evidence of strong successful collaboration (eg Brain Science POW and NIH, Thrombosis Lowy and POW, Bio-Banking RHW/Lowy/SEALS/POW, Neurosciences NRA/POWCS/GRA/US)
- Excellence of research staff
- Co-location of people
- Good communication
- High level of good clinical data
- Good data linkages/systems
In 2013-2015 some practical steps that will help us achieve this: (ACTIONS)

- Develop strategic recruitment plan to attract world class researchers
- Invite all new clinical staff to become a member of the School
- TCRN operational plan?
- Engage with National and State leaders
- Provide clear statement of Research Strengths

Strategic Priority Three

To create a culture of community engagement by facilitating linkages between the Hospital, University and Community

What would it look like
Define the Entity and Branding.

Brand/profile “Our Hospital” which is teaching and research intensive, highly recognised, highly valued, community sense of ownership, philanthropy, bequests, research etc

- Raise awareness with Hospital Foundation
- Build on opportunities to cobrand hospital and university activities

Strengths that we can build on to deliver this:
- Excellence of conjoint clinical staff
- Areas of excellence (eg Neuroscience, Cancer, Orthopaedics)
- Education and training program of community interest

In 2013-2015 some practical steps that will help us achieve this:

- Engage with Marketing consultants to develop a brand identity for the AATC/Nelune Cancer Centre Building
- Implement “welcome to new clinicians”
- Establish mentoring/buddying
- Create data base of alumni and plan for alumni engagement.
- Celebrate and promote the anniversary of the Clinical Teaching Unit

Strategic Priority Four

Capabilities and Resources: To provide efficient and effective administrative services

What would it look like (OBJECTIVES)

- Clear delineation of responsibilities for administrative and academic staff