Faculty of Medicine and Health Sciences: Strategic Plan 2012-2016
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Faculty of Medicine and Health Sciences
Strategic Plan 2012-2016

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Faculty of Medicine and Health Sciences

STRATEGIC PLAN 2012- 2016

Foreword

Over 1800 (FTE) students are registered within one of the three Schools that together make up the Faculty of Medicine and Health Sciences: Allied Health Professions; the Norwich Medical School; and Nursing Sciences. Of these, c.1500 are studying at undergraduate level; 122 are studying postgraduate taught programmes and 161 are registered for postgraduate research degrees. Our programmes have been validated by relevant external professional, statutory and regulatory bodies.

Our vibrant research covers clinical and biomedical fields; psychology; public health, primary care and other health services; health economics; and the rehabilitation and management of long-term conditions. Our research has significant impact, informing government policies and the development and delivery of patient care. Last year, the Faculty held more than £32 million in external research funding across more than 240 live research projects. The funders of our research include the UK Research Councils, the European Commission and the UK’s National Institute for Health Research and many other national and international funders. In the most recent Research Assessment Exercise, 78 per cent of our research was assessed as being of international standing and 37 per cent as world leading or internationally excellent.

We have 194 faculty (FTE) leading our research, teaching and enterprise and engagement activities. We have regional, national and international connections and collaborations.

All this is evidence of good progress to date, given the relatively short life of Medicine and Health Sciences within UEA. But we need to do more to build on and push forward our achievements to deliver the ambitions of the University’s Corporate Plan between now and 2016. What follows is our Faculty plan for the next five years including each School’s individually crafted plans for realising the targets. The emphasis within the Faculty has been and will continue to be upon ownership and widespread awareness of the Corporate Plan.
Faculty strategic aims

As Executive Dean of the Faculty of Medicine and Health Sciences, I am clear about what we as a Faculty, working together, should do to lead, encourage, stimulate, share and facilitate the achievement of our strategic plan.

There are eight key aims (in conjunction with the ten specific priority targets discussed below):

- Further to cultivate teamwork in the way we operate as a Faculty Executive as we lead our Faculty’s implementation of the Corporate Plan
- To develop as strong a REF submission as we can and to improve our previous ratings to ensure continued/increased funding for our research activities. This includes emphasis on the impact of our research
- To expand the number and quality of our PGR students, including international students
- To help each School develop and launch at least one new taught programme which is not dependent on SHA (or successor body income)
- To increase our funded enterprise activities
- To expand our CPD/post registration provision regionally, nationally and internationally with a wider variety of clients
- To continue to raise the profile and promote the success of the Faculty and its constituent Schools internally and externally
- To create a vibrant Faculty which delivers an educational experience which is appreciated by all our students, a strong research culture which embraces PGR students, and a positive approach to external engagement and enterprise.

These are not without many challenges – the introduction of increased tuitions fees, other funding constraints, and significant changes in the NHS – but I am confident that we shall all do our utmost to make our plans a reality.

Professor Ian Harvey
Executive Dean
Faculty of Medicine and Health Sciences
Education and Student Academic Experience

League Tables:

FMH - No. 1 priority

Every School to be ranked in the top 1/6th in the Times, Guardian and Independent League Tables for undergraduate education by 2015

Both the schools of Allied Health Professions and Nursing Sciences are currently ranked in the top quartile for their subjects (Times 2013- AHP 25/82 and NSC 10/62; Guardian NSC 7/62 – AHP 19/33).

Norwich Medical School’s position requires strengthening as discussed above. NSS feedback from Norwich Medical School students has highlighted a number of issues that can be addressed to improve our results. Our aim is to have all FMH schools within the top 6th of their league table by 2016. In the case of the Norwich School of Medicine the aim is for a top quartile position of 8th.

For Nursing Sciences the aim is higher: to reach the 1st or 2nd position in the league table by the end of the plan period. AHP will need to move to 14 in the table in order to reach the top 6th position in its league table.

Entry Standards:

FMH – No. 2 priority

Year-on-year improvements in entry tariff for each School, with a minimal goal being that the average tariff exceeds the 20th ranked tariff for the discipline.

The tariff for MED (Times data 475 (25th/30), is high in overall institutional terms, but is in the bottom quartile for medical schools. Tariffs for AHP and NSC in the Times are currently 345 (30th/82) for AHP, and 334 (9th/62) for NSC. Students entering with a high tariff make for good all-round practitioners. Our targets for increases in the tariff are attainable but

1 NB – The numeric order of our priorities does not reflect any specific target's order of importance to the Faculty.
ambitious. We have plans to introduce new programmes that sit outside of the NHS bursary envelope.

The rise in tariff will be carried out in concert with maintaining a active programme for widening participation. FMH are working with partners in the Strategic Health Authority and its successor bodies (LETB, HEE) to ensure that both measures are effectively met.

**FMH – No. 3 priority**

Each Faculty to increase the proportion of students entering at the grade thresholds AAB and ABB (or equivalent) to achieve at least 50% AAB and at least 75% ABB by 2015

Across FMH the current AAB figures are 28% in AHP, 76% in MED and 25% for NSC. By 2015 the Faculty’s target is to increase these to 50% AHP, 90% MED and 50% NSC.²

**Value Added Measures:**

**FMH – No. 4 priority**

To achieve in each School a proportion of good honours degrees that falls within the top 1/6th of good honours degrees, in line with Faculty plans to deliver to an overall percentage of good honours for the institution of 75% by 2015

AHP and NSC are below this measure currently but teaching staff are responding well to initiatives to achieve this measure. To be at 1/6th in the relevant league table will require AHP to move to 94% good honours. Whereas for NSC because the other English Nursing Schools have a lower level of good honours awarded averaging at 64% for the top 6th, hence for NSC the goal is now to reach 80%. MED do not classify MBBS degrees.

²NB – ABB+ figures are awaited from the Planning Office and will be added.
Research with Impact

FMH – No. 5 priority

Achieve a top 20 ranking in the 2014 Research Excellence Framework

FMH schools are aiming for a much improved REF 2014 over RAE 2008 and building on this for REF 2020. This is a modelling exercise based on projected REF results and making assumptions about competitors.

The GPA target across the six panels to which staff will be returned (Clinical Medicine; Public Health, Health Services and Primary Care; Allied Health Professions, Dentistry, Nursing and Pharmacy; Psychology, Psychiatry and Neurosciences; Biological Sciences; and Agriculture, Veterinary and Food Science) will be no less than 2.75. Many of these panels will be joint returns with other Faculties, for example Psychology with SSF and Biological Sciences with SCI.

FMH – No. 6 priority

Increase the proportion of our overall research income drawn from non-HEFCE sources, to compensate for HEFCE cutting/withdrawing QR funding from some subject areas

FMH have adopted ambitious but realistic targets in this area. AHP will be moving from a current base of £1M to £1.5m by 2016, with MED rising from £4.4M to £5.9m, and NSC undertaking to rise from a currently low base of £284,000 to £1.6M.

Investment in research staff has been significant increased recently with seven appointments in MED through the Clinical Academic Partnership and senior positions currently being recruited for in both AHP and NSC.
**FMH – No. 7 priority**

Have in place Doctoral Training Centre/ Partnership status with the key UK funding bodies, including AHRC, BBSRC, MRC, EPSRC, NERC and ESRC.

FMH will be bidding for a MRC Doctoral Training Centre in partnership with NRP and will explore partnership bids with other intuitions. FMH will also be supporting DTC bids made by other Faculties. We have supported the recently successful BBSRC DTC bid and will strengthen our position through establishing a FMH Graduate School in 2012.

**FMH – No. 8 priority**

A year-on-year increase in the number of UEA registered PGR students from the current ratio of PGR/ATR of ~1.5:1, with the aim of achieving a ratio of ~1.75:1 over the duration of the Corporate Plan, particularly taking advantage of our position as a top 100 research university in the world rankings to increase the recruitment of high quality international students. This will require that HUM move from ~1:1 to ~1.5:1; SCI move from ~1.5:1 to ~2:1; and FMH and SSF move from ~0.75:1 to ~1:1.

FMH have formulated a more ambitious target for the overall Faculty PGR to ATR ratio of 1.5:1 by the end of the planning period in 2016. FMH have earmarked a fund of £60,000 for supporting international PGR studentships over the next three years. As above, the decision to invest in a FMH Graduate School will strengthen our recruitment of high quality PGR students.

AHP will rise from 0.63 to 1, MED from 1.68 to 2.3 and NSC from 0.64 to 1.2 by 2016.
Enterprise and Entrepreneurship

*FMH – No. 9 priority*

Year-on-year improvements in the HEBCIS metrics for each Faculty between 2012 and 2015

CPD in FMH represents a significant contribution to the University’s HEBCIS return annually. There has been recent investment by FMH in a new academic post at chair level to drive CPD innovation and growth. We have undertaken to grow our CPD income by 5% per annum over the next 5 years from the current level of £1.7M to £2.125M.

Staff Career Development, Academic Time and Administrative Support

*FMH – No. 10 priority*

By summer 2013, all ATR posts held by academics delivering or showing clear promise of delivering predominantly world-leading/internationally excellent research

FMH will look at best practice in monitoring research performance across the University, led by the Associate Dean for Research, and will establish a formal monitoring system. MED are piloting a new staff appraisal system incorporating an assessment of performance indicated through a tripartite scoring method, 1- Excellent, 2-Satisfactory and 3-Unsatisfactory. FMH will monitor this pilot and look at rolling it out to all Schools in the Faculty if successful, prior to any other wider roll-out.