



FACULTY OF HEALTH SCIENCES
UNIVERSITY OF CAPE TOWN

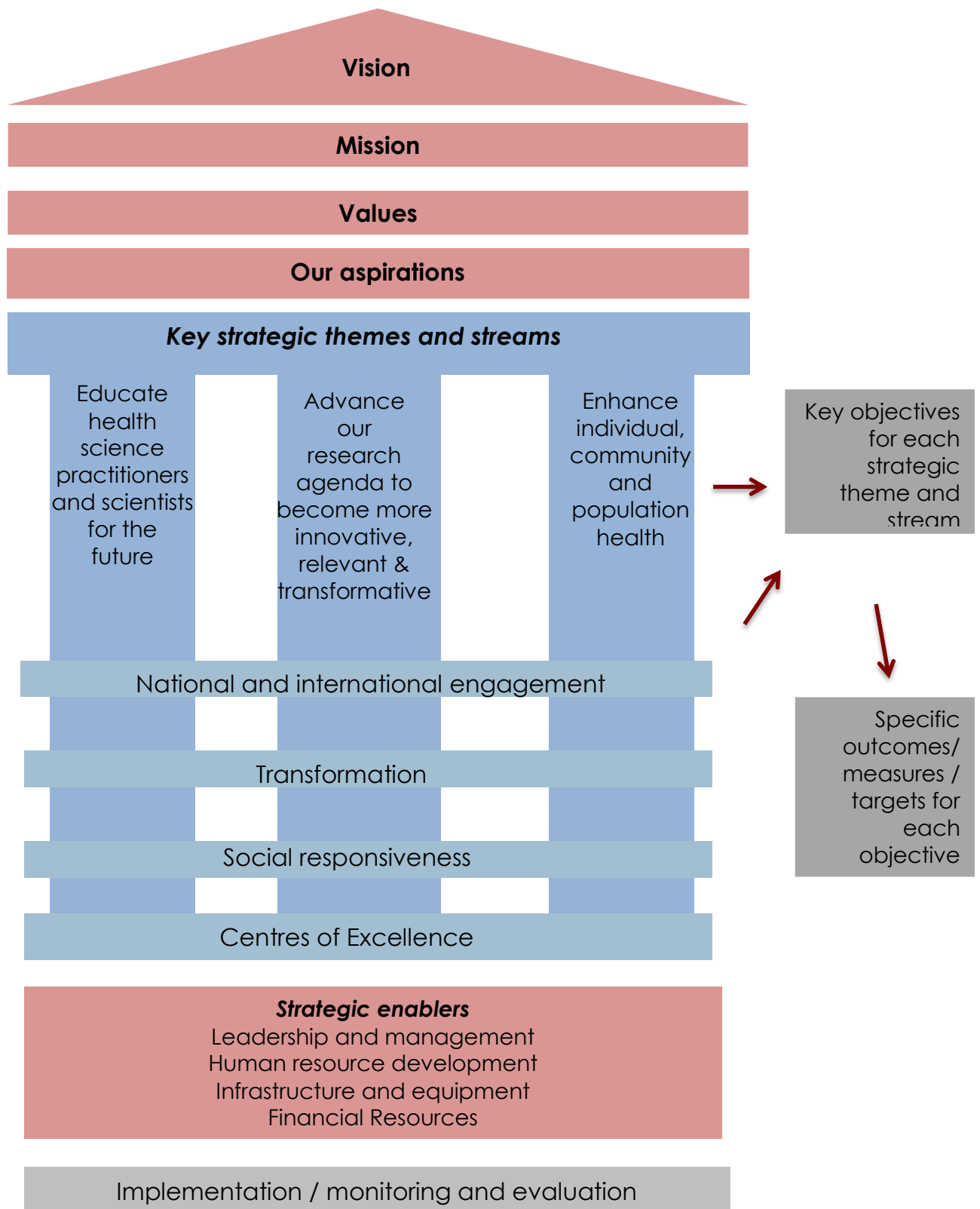
STRATEGIC PLAN

VISION 2030

A WORK IN PROGRESS

JANUARY 2015

The Faculty of Health Sciences Strategic Plan Vision 2030



BACKGROUND

The University of Cape Town's (UCT) Faculty of Health Sciences (FHS) was established over 100 years ago in 1912 and celebrated its centenary in 2012. The Faculty is the oldest

Medical school in sub-Saharan Africa. It has built a reputation for distinction in teaching, training, service and cutting-edge research. It has kept pace with global approaches to academic health sciences, accelerating efforts to improve health on our continent and contributing to building capacity in Africa. The Faculty is the largest of six at UCT, and has over 1 280 staff member. Our graduates continue to make their mark wherever they are, many having achieved worldwide acclaim in their respective fields.

The purpose of the FHS strategic plan – Vision 2030 – is to ensure that we continue to play a significant role in the future, taking into account changes in our external environment and the document sets out the vision, values, principles and key objectives guiding the Faculty to 2030. It is our roadmap for the future, provides us with an opportunity for significant organisational change, will assist us with the acquisition and allocation of resources and will be a useful communication tool with our external environment.

FACULTY ORGANIZATIONAL STRATEGY AND STRUCTURE

It is agreed that Departments should remain the key and principal organisational unit of the faculty. These Departments are approved by the University Senate and Council and the entity carries with it academic leadership, departmental leadership and managerial authority over its resources. Every academic staff member in the Faculty should hold a primary appointment in a Department. However, it is important that the current arrangement of 11 Departments be systematically reviewed over the next 5 years to ensure that the Faculty is aligned with Vision 2030 strategy.

There is also some consensus the the current School system should be discontinued and this will be discussed as we move forward with our vision. 'Entities of engagement' or 'entities of interest' or 'centres of excellence' for the purposes of cross and inter disciplinary activities where they exist may continue to function or may be established from time-to-time for a specific purpose for example the neurosciences initiative or the cancer centre initiative. These entities will not have formal organisational recognition in terms of the university statutes. However, such entities will be established to enhance organisational functioning with respect to such activities as lobbying and advocating for specific programmes and policies, conducting interdisciplinary research and facilitating interdisciplinary teaching.

In addition departments comprise a number of divisions, which have evolved over the last few decades. The current arrangement of divisions will also be reviewed to ensure applicability as we move forward with Vision 2030.

Currently a number of committees exist that have been set up to give effect to our mandate. These will also be reviewed to ensure that they are relevant and in line with our future strategy.

OUR MANDATE: THE LEGASLATIVE AND POLICY CONTEXT

The specific mandate of the FHS is to:

- Teach and educate
- Provide services
- Do research

In pursuit of our goals, our key strategies and objectives are aligned with:

- The broader goals of the university and with mandates of the national departments of higher education, health, and science and technology; and specifically our local partners the MRC, NRF, NHLS and the health department of the Provincial Government of the Western Cape.

- Legislative framework - What we been commissioned to do within the context of national higher education and health-related frameworks including:
 - UCT Institutional Statute, Institutional Rules, Related Legislation, February 2012
 - Department of Higher Education Act
 - Health Act
 - Academic Health Centers Act, 1993 [No. 86 of 1993] - G 14935
 - National Governance of Tertiary Health Services – Policy and reporting framework

- The external environment
 - Burden of disease
 - Social, political and economic determinants of health

- The National Development Plan (NDP) – Vision for 2030

The NDP aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the Plan are:

- Housing, water, electricity and sanitation
- Safe and reliable public transport
- Quality education and skills development
- Safety and security
- Quality health care
- Social protection
- Employment
- Recreation and leisure
- Clean environment
- Adequate nutrition

OUR VISION

The Faculty's vision is:

- To be a center of excellence in health sciences that is locally relevant and globally competitive.

OUR MISSION

The Faculty's mission is to:

- Respond to the health care needs of South Africa and beyond.
- Educate health professionals, educators and scientist for life.
- Undertake research that is relevant to the needs of our country and beyond.
- Promote health equity through promoting health professional standards in the delivery of quality health care.
- To be socially responsive to the needs of the people of our country and beyond.
- To develop interventions to reduce the risk of ill health, disability and mortality.

OUR VALUES

Our shared ideals / beliefs – our ethical and moral compass:

- Respect for human rights and human dignity.
- Intellectual rigor
- Excellence and innovation
- Commitment to high standards
- Relevance
- Accountability

KEY FACULTY STRATEGIC THEMES

1. Advance our research agenda to become more innovative, relevant and transformative
2. Educate health science practitioners and researchers for the future
3. Enhance individual, community and population health

KEY FACULTY STRATEGIC STREAMS

1. Develop, strengthen and advance our international approach and engagement
2. Ensure that we are socially responsive and accountable
3. Transformation
4. Promote cross cutting Centres of Excellence

KEY STRATEGIC ENABLERS

The strategic enablers represent those critical capabilities and resources that are required to contribute to the success of Vision 2030: The UCT FHS Strategic Plan. These areas have been identified as potential impediments to the success of Vision 2030, and require the development of focused action plans to transform them into the building blocks necessary to achieve our mission.

1. Leadership and management
2. People
3. Infrastructure and Service

4. Resources
5. Fund raising
6. Communication

Action plans will be developed for each of the strategic enablers to align these better with the strategic priorities described in Vision 2015. Some objectives are presented in appendix A to illustrate potential areas that require further development into action plans.

KEY STRATEGIC THEME 1

Advance our research agenda to be innovative, relevant and transformative.

Note that the FHS research strategy document has been adopted by Faculty.

[http://www.health.uct.ac.za/sites/default/files/image_tool/images/116/documents/research/FHS Research Strategy 2013-2020.pdf](http://www.health.uct.ac.za/sites/default/files/image_tool/images/116/documents/research/FHS%20Research%20Strategy%202013-2020.pdf)

Key objectives

- Improve research infrastructure.
- Build health leadership and capacity for the future.
- Enable translation of research into public health impact.
- Encourage partnerships and collaboration locally, nationally and internationally.
- Increase funding and promote fund raising for research.
- Strengthen governance and raise standards.
- Promote interdisciplinary and transdisciplinary research.
- Create the environment for students and staff to flourish.
- Enable clinical research through support for a Faculty wide Clinical Research Centre.
- Provide more support for the soft funded academic research staff.
- Promote open access

KEY STRATEGIC THEME 2

Educate and train health science practitioners and researchers of the future.

Key objectives

- Establish a health sciences education department in the Faculty.
- Establish a medical ethics department / unit in the Faculty.
- Align under and post student intake to meet the needs of the country.
- Review undergraduate curriculum and implement recommendations on content and delivery.
- Secure the academic health services platform to ensure adequacy for under and post-graduate training.
- Promote a positive student experience in the context of teaching and learning.
- Develop interactive, technology based teaching and learning materials
- Develop decentralised teaching and learning platforms for students, including a rural campus.
- Develop novel dual degree programs eg MBChB/BSc, MBChB/BA, MBChB/MPH, MBChB/PhD.
- Improve facilities for teaching and learning.
- Facilitate continuing medical education initiatives.

KEY STRATEGIC THEME 3

Enhance individual, community and population health to promote public health.

Key objectives

- Address upstream determinants of health.
- Strengthen health systems.

- Align with the requirements of the national and provincial health system and specifically:
 - Engage with the national health department on the NHI.
 - Engage with and promote the PGWC 2030 plan.
 - Resolve bi and multi-lateral agreements.
- Promote an evidence based approach to health.
- Promote auditing of clinical skills.
- Encourage research that is translational ie from bench-bed-bundu.
- Promote the patient centred approach ie providing care that is respectful of and responsive to individual patient (and family) preferences, needs, and values, and ensuring that patient values guide all clinical decisions.
- Promote the concept of personalised medicine - a medical model that proposes the customization of healthcare - with medical decisions, practices, and/or products being tailored to the individual patient - utilising modern molecular methods.

Key Strategic Stream 1

Develop, strengthen and advance our national and international approach and engagement.

Key objectives

- Strengthen relationships with national structures eg MRC, DOH, NHLS.
- Strengthen relationships with other medical schools nationally.
- Develop and promote public-private partnerships.
- Develop organised relationships with alumni.
- Establish and support partnerships with key international institutions in Africa, within the BRICS and more widely in line with our needs and aspirations.
- Promote in more general terms south-south partnerships and south-north partnerships.

Key Strategic Stream 2

Ensure that we are socially responsive and accountable.

Key objectives

- Ensure that our teaching, research and service provision is responsive to our external environment.
- Promote the primary health care approach.
- Promote community participation and social justice in advancing health
- Promote consultation and engagement with communities to promote and advance teaching, learning and relevant research.
- Engage with non-academic external constituencies.
- Promote health advocacy.
- Produce and disseminate knowledge for the public good.

Key Strategic Stream 3

Transformation should encompass all our activities.

- Transformation of our faculty to reflect non-racialism and non-sexism.
- Combat discrimination in all spheres to promote social cohesion.
- Transform what we do in terms of teaching, research and service to be aligned with the needs of our country.
- Transform what we do in terms of the University's Afropolitan vision.

Key Strategic Stream 4

Centres of Excellence (COE)

The following are COE that have been proposed to ensure that we meet out 2030 vision. Such centres will focus on at research, clinical care (if

appropriate) and advance teaching and learning through inter-, trans- or cross-disciplinary activities.

There may be others that are equally important.

- Neuosciences
- Cancer Centre
- Non-communicable disease
- Mental Health
- Gastro-intestinal diseases
- E-Health
- Health policy and systems
- Disability studies

OUR ASPIRATIONS

By 2030 our Faculty will be distinguished nationally and internationally in the following areas:

- Quality and impact of our research.
- Innovation in education and training.
- Excellence and influence of our services.

By 2030 our Faculty will be:

- A center of excellence in health sciences, which is innovative, relevant and transformative to the needs of our country and beyond.
- Recognised as the Faculty of choice for undergraduate and postgraduate students and staff.
- Ranked as one of the leading health science faculties globally.

Strategic Enabler 1: People

- 1.1 Enhance development opportunities available to staff
 - a. Develop mentoring, training and coaching activities in the FHS
 - b. Share resources for development that already exist across campus

- 1.2 Develop processes to recruit and retain excellent and diverse staff in FHS
 - a. Improve the institutional climate by facilitating engagement, and expanding involvement of staff in leadership and governance
 - b. Systematically identify excellent talent among student pool, and groom for leadership positions so that the voice of all South Africans can be heard

- 1.3 Identify opportunities and resources for expanded recognition and rewards for staff linked to full range of strategic objectives
 - a. Improve external communication of staff accomplishments
 - b. Identify resources for scholarships and awards
 - c. Broaden staff involvement in decision-making and leadership
 - d. Develop a culture that better shares and celebrates our University community's successes

Strategic Enabler 2: Infrastructure and Service

- 2.1 Improve the policies and processes associated with HR recruitment and management of staff across all sectors
 - a. Review all policies and processes associated with HR recruitment across all sectors and develop approaches to decrease processing times by 50%.
 - b. Review and improve staff performance management process
 - c. Improve systems that would allow early identification and mitigation of HR-associated risk in the FHS

- 2.2 Improve finance management services across all sectors

- a. Implement finance management system that would allow research group leaders to monitor research funding flows in real time.
 - b. Improve systems to allow early identification of financial risk associated with research and teaching.
- 2.3 Promote electronic workflow and storage
- a. Review and restructure management of undergraduate and postgraduate student data, to allow easier access to information, and so that the FHS can be more proactive for planning purposes
 - b. Transfer most of the paper-based workflow processes to electronic format.
 - c. Improve ability to capture and process big-data in the FHS.
- 2.4.1 Develop equipment infrastructure plan that will take the FHS into 2030's
- a. Review status of research equipment infrastructure in FHS
 - b. Develop plans to maintain existing equipment, and acquire new equipment necessary for the next wave of research

Strategic Enabler 3: Resources

- 3.1 Align our resources with our strategic themes and streams
- a. Review current resource allocation and realign with strategic themes
 - b. Develop action plans around new strategic themes and resourcing them
- 3.2 Develop a sustainable surplus of income to ensure adequate investment in the estate and its people
- a. Develop new income streams to diversify the income streams into the FHS
 - b. Improve our business processes
 - c. Build and maintain key strategic alliances with industry and government