

# FACULTY OF HEALTH SCIENCES STRATEGIC FRAMEWORK

2023 - 2025 AND BEYOND



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## 1 Glossary

BLA	Bilateral Agreement
DMC	Dean's Management Committee
ELF	Educational Leadership Fellowship
GBVH	Gender based Violence and Harassment
HPCSA	Health Professions Council of South Africa
HRS	Health and Rehabilitation Sciences
HPE	Health Professions Education
NHLS	National Health Laboratory Services
P&S	Properties and services
PG	Post graduate
T&L	Teaching and Learning
TLA	Teaching, Learning and Assessment
UG	Undergraduate
WCG:H&W	Western Cape Government: Health and Wellness

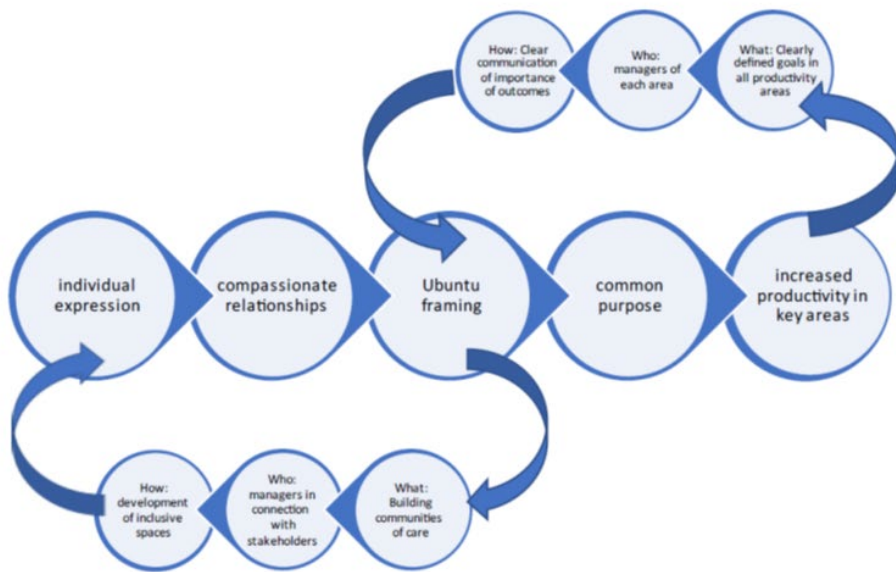
## 2 Foreword from the Dean

The adoption of a shared strategy is to enable directed action towards the achievement of a set of aims and objectives. We have come a long way and the various statements offer many dimensions of our historical response to the daily challenges of a faculty such as ours. This strategy has stimulated me to propose that in many ways we frame our discourse through the values of Ubuntu. Mbigi and Maree (1997) offered a collective hand theory for organizational structure and development. These value propositions allow us to centralise the ubuntu values recognising that respect, dignity, solidarity, and compassion become key elements of our survival as an organisation continually planning and acting within a complex and ever-changing modern world.

The values we espoused in previous iterations of our journey remain relevant and will need to become part of our lived reality, our shared ideals and beliefs and our ethical and moral compass. These are values are:

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

In consultation with staff and students, it became apparent that these values are not widely known and understood in the faculty. I am nonetheless suggesting that we engage more deeply with these values as we foreground them into our renewed strategic intent. If we combine these with the principles of Ubuntu we will strengthen the building of communities towards inclusion and fairness. I offer the following graphic which emerged through a reflection on how strategy may be engaged while deciding the who, what and when which are imperative for a strategic journey which foregrounds a common purpose.



Based on this values driven spirit of constructing the faculty as a vibrant and united community of scholars, scientists, clinicians and inventors, all kinds of students, people who are here for a short while or for a long while, the 6 strategic focal areas outlined in this documents are statements of directional intent that I hope will provide us with a sustainable course beyond 2025.

I am deeply grateful to all those who have committed to the formulation of this document, and I look forward to the dynamic journey which this promises.

Kaise kai gangans

Associate Professor Lionel Green-Thompson

Dean: Faculty of Health Sciences

### **3 Background**

The UCT vision 2030 is to unleash human potential to create a fair and just society. The ideal is to have extraordinary social and cultural diversity, creativity and innovation in our staff and students that is deeply rooted in academic excellence that tackles society's problems and contributes to making the 21st century the Afrikan century. We would do this uncompromising in our transformation intent that intersects all forms of oppression to promote social, environmental, and financial sustainability.

The review of the Deanery of the Faculty of Health Sciences in 2019 had the aim of strengthening the leadership, functioning and accountability of the Deanery. Its report recommended creating a new organogram for the Deanery; strengthening of accountability mechanisms; improving institutional culture to address the feeling of not belonging that many of our staff and students endure; addressing hierarchies and power imbalance amongst different groups in the faculty and strengthening faculty support structures in research and academic administration, finance, HR, and core operations.

The new Deanery team established to strengthen faculty leadership, started in 2020 at the start of the COVID-19 epidemic and due to this had limited opportunities to engage the faculty community in strategic thinking and considerations. The Deanery did, however, develop a major transformative purpose (MTP) to guide its work. This was endorsed by the Dean's Management Team in November 2021. The MTP, which is in line with UCT's Vision 2030, calls on the faculty 'to ignite agency for an inclusive and just society built on health equity'.

The Dean's Management Committee in 2022 endorsed a decision to draw up a 3-year strategic and operational plan 2023 -2025 that aims to finish unfinished business of the faculty and design a process to develop a 5-year strategic plan from 2025-2030 to deliver on the vision 2030 imperative. This process was participatory and included diverse and representative of academic and PASS staff, UG and PG students, basic sciences, health and rehabilitation and clinical medical disciplines who participated in a working group to guide the development of this strategy.

### 3.1 Process

There are multiple guiding documents that inform the faculty's ongoing strategy based on unfinished business from the past. These are listed in the table below:

Document	Short description
UCT Vision 2030	to give expression to UCT's massive transformative purpose – "Unleash human potential to create a fair and just society"
FHS Vision 2030 (Developed in 2015)	The Faculty of Health Sciences Strategic Plan: Vision 2030
FHS Strategy 2017-2020	Faculty of Health Sciences Strategy and Implementation Plan of the: 2017-2020
2017 Student Demands	Remaining issues from 2017: Student wellness: Sensitisation: staff & student engagement, Victimization: Student Liaison Advocacy Office, Curriculum change: FHS-CCWG ongoing
2018 Hierarchy Report Minutes	Hierarchy Student Assembly of 04 October 2018
2019 Mental Health Working Group Recommendations	The Faculty of Health Sciences Mental Health Working Group tasked to make recommendations on student mental health and well-being
2019 FHS Review and operational plan	External Review of Governance, Leadership and Management of Deanery
Mayosi Report Recommendations	Enquiry into the Circumstances Surrounding Professor Bongani Mayosi's Tenure: Crucible for Senior Black Academic Staff?
Faculty massive transformative purpose (MTP)	The report on the development of the MTP
UCT FHS Transformation strategy with 16 June 2020 Commitments	Commitments made by the Deanery on Transformation
DMC 2021 Strategic Projects	Strategic projects conceptualised by Deans Management committee

The Deanery reviewed these documents and mapped out all the strategic goals, strategies and actions that the Faculty has previously committed to and assessed their continued relevance and extent to which these have been delivered. Relevant strategies and actions aligned to the UCT vision 2030 were revised and prioritised for proposed

inclusion in the updated version of the FHS Strategy to frame the Faculty aspirations for the future.

DMC and the Strategic Working Group then met on the 30th of November 2022 to workshop the proposed FHS Strategy. The session was planned according to 5 Ds Cycle of Appreciative Inquiry (Discovery, Dreaming, Design, Destiny, and Delivery) that is a generative practical process for approaching change within a system. In this session strategic goals and activities to be prioritised in the short term for 2023, in the medium term 2023-2025 and in the long term beyond 2025 based on the current context and the relevance of some of the unfinished actions from the past. The Deanery team through an interactive process with inputs from Departments via the DMC then finalised this Faculty Strategy document 2023 -2025.

This strategic framework is therefore influenced by the unfinished business of the Faculty since 2015 that still resonates with the current experiences of staff, students and the leadership of the faculty together with the University and Faculty aspirations for the future.

The successful implementation of this strategic framework will be dependent on deep conversations and engagements with different communities within our faculty and our partners who collaborate with us. As a Faculty we will have to develop appropriate and sustainable platforms of engagement.



## **4 The Faculty of Health Sciences Strategy**

### **4.1 Massive Transformative Purpose of FHS**

To ignite agency for an inclusive and just society built on health equity.

### **4.2 The FHS Pledge**

To build a faculty community able to produce caring and resilient professionals and scientists who are able to:

- 1) participate in shaping the health of South Africans and Africans as agents of social justice and sustainable development.
- 2) engage communities to own their health and wellbeing.
- 3) advocate for community-based health promotion and disease prevention in addition to curative, rehabilitative and supportive health interventions
- 4) produce research that addresses inequities in health access, resources, and systems for health,
- 5) conduct research that promotes community participation and contributes to knowledge that addresses society's health and wellbeing challenges of today of tomorrow.

### **4.3 FHS Values**

- **Respect for human rights and human dignity**
- **Solidarity and compassion**
- **Relevance**
- **Intellectual rigour**
- **Excellence and innovation**
- **Commitment to high standards**
- **Accountability**

### **4.4 Strategic focal areas**

1. Building a values based inclusive faculty identity that promotes our African heritage.
2. Facilitating and promoting excellent and innovative research in service of humanity.
3. Innovating in student access, teaching, learning and support that encourages critical thinking and promotes socially accountable global citizens.
4. Enhancing service delivery for priority health concerns and their structural and social determinants through valued partnerships.
5. Empowering faculty leadership for adaptive governance and stewardship of resources.
6. Promoting an institutional culture of wellbeing and supported personal and professional development.

## **5 Strategic Focal Area 1: TRANSFORMATION, INCLUSIVITY AND AFRICAN IDENTITY**

Building a values based inclusive faculty identity that promotes our African heritage.

### **Short Term actions (2023)**

1. Establish a transformation office in the Deanery dealing with issues of race, gender and sexuality.
2. Facilitate recognition, peer-based learning and knowledge transfer of successes in transformation in departments.
3. Create pathways to care for GBVH cases in the faculty where affected individuals have clear processes for reporting incidents of GBVH and are provided with support.
4. Establish an Employment Equity Committee to facilitate the development of a diverse workforce and an inclusive work environment.
5. Establish mechanisms for intentional recognition of PASS staff who excel in their various positions.
6. Develop an evidence based guideline for inclusive language use in areas of ability, sexuality, race and gender in research, teaching, learning, and administration in the faculty.

### **Medium term actions (2023 -2025)**

1. Continued recognition, peer-based learning and knowledge transfer of successes in transformation in departments.
2. Develop and implement awareness and health promotion programmes to promote zero tolerance to GBVH and any discrimination.
3. Promote the inclusive language use in areas of ability, sexuality, race and gender in research, teaching and learning, and administration in the faculty.
4. Use participatory methods to engage on Faculty values and the African identity of the Faculty.
5. Create spaces of discussion and engagement for students to introduce basic transformation concepts and UCT transformation benchmarks.
6. Develop and implement action plan for barriers to employment equity.
7. Introduce ad hom promotion criteria that promotes transformation in education, research, leadership and social responsiveness.
8. Provide and strengthen institutionalised student leadership capacity development.

### **Long term actions (Beyond 2025)**

1. Align systemic changes with cultural changes that are informed by various knowledge systems and that take place in the faculty and at UCT holistically.

## **6 Strategic Focal Area 2: RESEARCH IN SERVICE TO HUMANITY**

Facilitating and promoting excellent and innovative research in service of humanity

### **Short Term actions (2023)**

1. Develop a Faculty of Health Sciences Research Strategy in a collaborative and inclusive manner.
2. Within the Faculty research strategy, develop mechanisms for valuing PASS staff contributions in research

### **Medium-term actions (2023 -2025)**

1. Commence implementation of the Faculty of Health Sciences Research Strategic Plan (Identify, prioritise, and develop key thematic areas of research including principles for the establishment of thematic research areas)
2. Develop a strategy for the soft-funded research enterprise including defining the shape and a sustainability model of the soft-funded enterprise.
3. Develop and retain research leadership including develop supporting the pipeline of emerging researchers and the large soft-funded enterprise.
4. Develop policies on maintenance of existing research equipment, review existing research infrastructure, and review acquisition plans for new equipment.
5. Conduct (potentially independent) reviews of the size and shape of Core Facilities, develop sustainability plans for these, and examine the potential of new core facilities.
6. Diversify Faculty research to address the unmet needs of the population in areas where UCT has a competitive advantage including conducting a matchmaking exercise for 'lift as you rise' for the faculty's research that partners established researchers and groups with those still developing research portfolios.
7. Facilitate more transdisciplinary academic and professional work with other faculties and units at UCT.

### **Long-term actions (Beyond 2025)**

1. Continue implementation of the Faculty of Health Sciences Research Strategic Plan
2. Diversify our research to address the unmet needs of the population in areas where UCT has a competitive advantage.
3. Diversifying the sources of funding, including philanthropy and industry.

## **7 Strategic Focal Area 3: CURRICULUM, MENTORSHIP AND STUDENT SUPPORT**

Innovating in student access, teaching, learning and support that encourages critical thinking and promotes socially accountable global citizens.

### **UNDERGRADUATE**

#### **Short Term actions (2023)**

1. Review UG Assessment practice and align to UCT Assessment Policy
2. Develop & launch Clinical and community Teaching Tools for clinical and community site/bedside teaching.
3. Undertake situational analysis Convenor & Teacher training and qualifications.
4. Launch ELF 2023
5. Finalise Curriculum Transformation (CT) Framework with clear Graduate Outcomes.
6. Increase student consultation.
7. Review all Curriculum outlines and ensure compliance to standardised templates and incorporate planetary health principles in the curriculum.
8. Review HPCSA evaluation reports for 4 x HRS programmes and implement improvement plans (aligned to CT); Prepare MBCHB HPCSA evaluation for 2024.
9. Ensure functioning Departmental UG Education Committees
10. Implement student wellness & health promotion initiatives.
11. Increase student social connection opportunities.
12. Evaluate Peer mentorship programme.
13. Mapping current T&L sites in terms of affordances, capacity, and resourcing & costs
14. Engage in further Community consultations.

#### **Medium-term actions (2023 -2025)**

1. Identify & implement non-academic criteria for UG admissions & selections.
2. Increase formative assessment.
3. Improve HPE UG assessment knowledge, skills, attitudes & practices to embed inclusivity.
4. Ensure all teachers have training in HPE TLA
5. Evaluate ELF 2022 & 2023 cohorts.
6. Develop Transformed Curricula in all 5 UG programmes with resourcing implications, and with clear metrics to evaluate implementation of Faculty and Senate principles.
7. Consolidate Curriculum outlines of Transformed Curricula in curriculum mapping.
8. Apply for HPCSA accreditation for Transformed Curricula (as necessary)
9. Influence HPE & Higher Ed policy at UCT and Nationally, continental, and globally

10. Evaluate improvement in student experience & wellbeing.
11. Extend Peer Mentorship programme into clinical years.
12. Introduce new Community-Based Education sites to shift context of T&L from tertiary emphasis to primary health care emphasis.
13. Evaluate Community engagements.

#### **Long term actions (Beyond 2025)**

1. Implement Programmatic Assessment
2. Ensure all teachers are certified in HPE TLA
3. Ensure critical mass of educational leaders are driving curriculum change and improved TLA.
4. Implement Transformed Curricula in all UG professional programmes.
5. Qualifying competent, capable, socially accountable graduates
6. Develop Community Advisory Council for regular consultation and accountability.

#### **POSTGRADUATE**

##### **Short Term actions (2023)**

1. Review curriculum
2. Improve marketing for active recruitment.
3. Improve our programme governance and quality assurance including for registrar training.
4. Start collaboration between departments and units.
5. Promote postdoctoral offerings in non-medical fields.

##### **Medium-term actions (2023 -2025)**

1. Improve the administrative experience including offer letters, and welcome packs.
2. Improve Interfaculty and interdepartmental research.
3. Review the intersection between undergrad and postgrad.
4. Review the structure of degrees, the structure of thesis components (credits versus time), review of content delivery.
5. Develop a funding for bursary strategy for post-graduate diploma programmes.
6. Develop & launch teaching tools and training initiatives for teaching done by registrars and other post graduate students.

### Long term actions (Beyond 2025)

1. Continue to improve the administrative experience.
2. Offer a professional doctorate for example Doctor in Public Health.
3. Grow the teaching enterprise.
4. Attract to international students.

## **8 Strategic Focal Area 4: SERVICE, SOCIAL ACCOUNTABILITY AND PARTNERSHIPS**

Enhancing service delivery for priority health concerns and their structural and social determinants through valued partnerships

### **Short Term actions (2023)**

1. Develop and sustain engaged joint platforms with service partners (WCG:H&W and NHLS)
2. Develop a Theory of Change to monitoring and reporting of the contribution of the university to service delivery.
3. Transformative engagement with communities and establish three reference communities in Klipfontein, George, Vredenburg
4. Establish an improved policy environment for African self-funded registrars.
5. Establish a Faculty working group to develop an evidence based understanding and approach to Social Accountability

### **Medium-term actions (2023 -2025)**

1. Engage the Faculty community on the understanding and approach to Social Accountability
2. Transformative engagement with communities and establish three reference communities beyond Klipfontein, George, Vredenburg
3. Establish annual clinical research days with excellence awards to showcase research translation into policy and practice.
4. Establish an improved learning environment for international registrars with adequate funding.
5. Develop an accountability framework for joint staff based on the developed Theory of Change and include this as an addendum to the bilateral agreements with partners.

### **Long term actions (Beyond 2025)**

1. Develop and interdisciplinary collaborative care for wellbeing and health promotion with WCG:H&W that aims to keep people out of hospital as far as possible.
2. Establish a health policy Institute to tackle drivers of the burden of disease and disability e.g., food policy with respect to NCDs and addresses social determinants of health and disability.
3. Developing joint service delivery priorities with WCG to emphasis health promotion and well-being, e.g., focus on Mental health nursing, Vaccinology, NCD prevention, Adolescent health, Trauma.

## **9 Strategic Focal Area 5: LEADERSHIP, GOVERNANCE, COMMUNICATION, FINANCIAL SUSTAINABILITY AND SYSTEMS**

Empowering faculty leadership for adaptive governance and stewardship of resources

### **Short Term actions (2023)**

1. Review and rationalize Faculty Committees to ensure efficiencies and alignment with UCT governance structures.
2. Review Terms of Reference of Faculty Committees to ensure appropriate staff and student representation.
3. Create space for PASS staff to be included in departmental committees and including these roles in their KPAs.
4. Review Business Continuity Plans for the Faculty
5. Ensure environmental sustainability and review sustainable solutions for water, energy management and planetary health.
6. Ensure that all recruitment committee members are trained on Employment Equity to reduce the recruitment process time.
7. Finalise the FHS Masterplan for the Campus that aligns to UCT Vision 2030 Strategy and ensures accessibility to students and staff with disabilities.
8. Build a dynamic, engaging, adaptive Communication and Marketing Strategy that supports and embodies the underlying ethos of the faculty strategy.
9. Review Size and shape of the Faculty

### **Medium-term actions (2023 -2025)**

1. Develop a Fundraising Strategy that includes (a) Generating and operationalising third stream income funding streams (b) Prioritising fundraising requirements example funding the FHS Masterplan for Campus (c) promoting strategic collaborations (d) establish strong alumni networks– e.g., homecoming initiative.
2. Review with P&S a sustainable energy delivery plan strategy for the faculty.
3. Optimise Size and shape of the Faculty

### **Long term actions (Beyond 2025)**

1. Implement the FHS Campus Masterplan (Building)
2. Build a faculty financial sustainability strategy that leverages service provision, continual professional education, and research enterprise.



## **10 Strategic Focal Area 6: OUR PEOPLE**

Promoting an institutional culture of wellbeing and supported personal and professional development.

### **Short Term actions (2023)**

1. Develop Performance Matrix for Line Managers aligned with evidence based leadership competency framework.
2. Develop clear mentorship structures (all staff, all levels) and coaching structures (Internal vs consultants)
3. Share resources for development that already exist across campus.
4. Promote a culture of wellbeing and ensure appropriate response to acute and chronic mental health distress in staff.
5. Develop a strategy for occupational and mental health support for the leadership and staff.
6. Review size and shape of HR Resource requirements for the faculty
7. Review current SLA's with service providers to ensure compliance with OHS requirements.

### **Medium-term actions (2023 -2025)**

1. Review of roles, responsibilities and accountability mechanisms of HOD's, HODivs, managers, convenors aligned with leadership competency framework.
2. Prepare new managers/leaders for their roles including onboarding, induction, values sensitization and accountability
3. Facilitate continuing professional education initiatives.
4. Implement a mentorship and development programme for staff across positions and designations.
5. Implement new size and shape of HR Resource requirements for the faculty.
6. Develop a pipeline from postgraduate studies into academia for black academics and people living with disabilities.
7. Create structured induction and succession planning for staff, particularly PASS positions.

### **Long term actions (Beyond 2025)**

1. Support the renewal of HR policies to enable PASS staff promotion for upward movement in their careers.

## 11 Mechanism for delivery, monitoring and evaluation

To ensure delivery of the actions outlined in this strategic plan document, each of these objectives will be assigned to a senior manager in the Deanery who will in collaboration with the appropriate faculty committees and other faculty working committees develop operational plans together with resource plans and indicators of success.

These operational plans will be continually adjusted with necessary improvisations, and innovations based on lived reality and available resources. The faculty strategic actions will be incorporated into performance agreement and development dialogues of all relevant staff in the faculty starting with the Deanery leadership and HOD's and HODivs.

The Dean with the Dean's Management Committee (DMC) retains the collective ownership and accountability for resource mobilisation, oversight and review of this strategy.

STRATEGIC GOAL	DEANERY LEAD	FACULTY COMMITTEE (Plan, adjust, improvise, innovate)	Faculty ACCOUNTABILITY (resource mobilisation, oversight & review)
1. Building a values based inclusive faculty identity that promotes our African heritage.	Deputy Dean: Social Accountability and Health Systems	Employment Transformation and Equity Committee Equity Committee	Dean and Dean's Management Committee
2. Facilitating and promoting excellent and innovative research in service of humanity.	Deputy Dean: Research	Faculty Research Committee	Dean and Dean's Management Committee
3. Innovating in student access, teaching, learning and support that encourages critical thinking and promotes socially accountable global citizens.	Deputy Dean: UG Education Deputy Dean: PG Education	Teaching and Learning Committee	Dean and Dean's Management Committee
4. Enhancing service delivery for priority health concerns and their structural and social determinants through valued partnerships.	Deputy Dean: Social Accountability and Health Systems	Joint Management Teams	Dean and Dean's Management Committee
5. Empowering faculty leadership for adaptive governance and stewardship of resources.	Director of Faculty Operations	Dean's Exco	Dean and Dean's Management Committee
6. Promoting an institutional culture of wellbeing and supported personal and professional development.	Faculty HR Manager	Dean's Exco Transformation and Equity Committee	Dean and Dean's Management Committee