



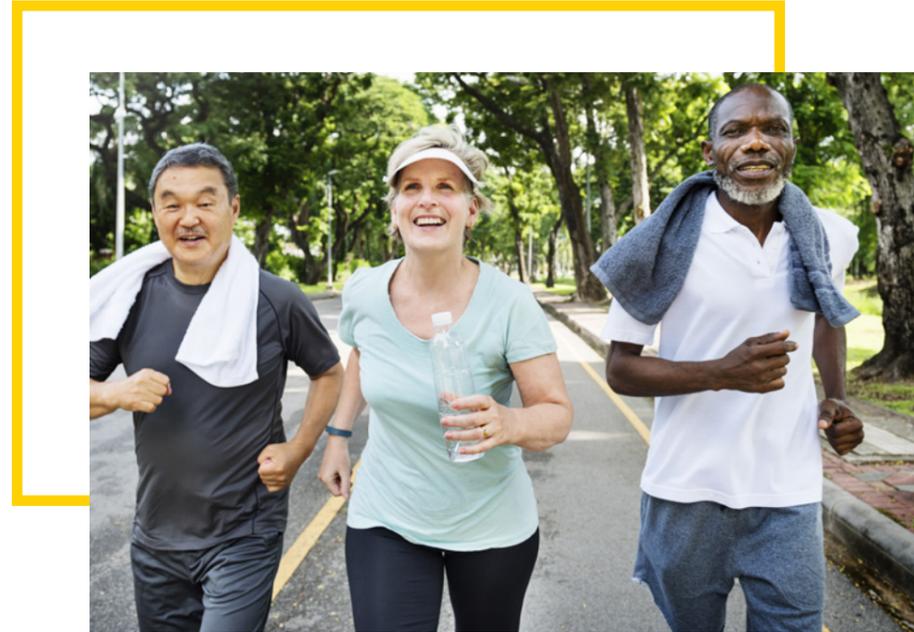
Flinders
UNIVERSITY

**COLLEGE OF
NURSING & HEALTH SCIENCES**

2019-2023

STRATEGIC PLAN





Our College Strategic Plan

Disruptive change is the new norm. This is a challenging reality that all organisations are facing. Our College five year strategic plan is about helping us face this reality with ambition, boldness and courage.

We live in a world that is dominated by accelerating technology and innovation. Consumer choice is central to new government policies around health, social care, and community engagement. This will require different sorts of graduates in the future and different ways to engage communities or find solutions that work.

In the health sector, there will be more health and social care delivered in the home: people will receive complex treatments there; they will get their rehabilitation there; more babies will be born at home and many more people will be able to die with dignity in their own homes. Home will be the new hospital – a prediction first identified by Florence Nightingale in 1862.

Community is no longer bound by place or geography, but is fragmented into multiple sites of connection, identity and belonging. Social media has paradoxically created virtual connectivity at the expense of social connectivity. Health and social care will need to recognise and understand these shifting social boundaries and operate within fragmented and multiple community and network sites. The College will be responsive to these changes and the broader impact on society.

The work and role of our health and social care graduates will, of necessity, change too. Our graduates will require more teamwork, entrepreneurial and integrative skills; they will have to be able to use technology and remote communication to ensure safety, both for their clients and themselves. They will have to show greater resilience and ability to work independently without the structures of large organisations to support them. There will be a much greater mix of roles and types of worker and learning pathways will need to be more individualised, flexible and responsive to industry needs.

Learning will be without borders, information will be more easily available. Our programs need to be contemporary, evidence based, flexible and personalised for student learning pathways and meet regulatory requirements. The distinguishing factor will be the calibre of our staff to provide excellent mentoring, support and personalised learning pathways for our students. The health and supportive care workforce will also become more aware of the need for continuous updating and skill development. How our College responds to these needs also requires greater partnership with industry, governments and individuals.

Our research agenda will match the predicted policy direction in health, wellness and social care. We will work with our partners to generate ways of turning challenges into opportunities for growth and wellbeing, demonstrating impact and engagement at every step of the discovery journey.

We will undertake research that generates the evidence to support the changing workforce, location of care and technology. Our multidisciplinary research will extend to health economics and translation science – drawing disciplinary knowledge together and then implementing it.

Our College staff, dedicated to excellence, will be our champions for this new strategy. They will be agile, flexible, passionate, responsive and innovative in helping to create the future.

This five year strategic plan provides us with a roadmap as to how we are going to achieve our vision, mission and ambition with boldness and courage. Our people are our most valuable asset and our relationships with our stakeholders are crucial to our success. It is my job and the leadership team's primary responsibility to generate a culture of inclusivity, respect and productivity that will help us achieve our goals.

We look forward to the journey.

Professor Alison Kitson
RN, Bsc(Hons), DPhil, FRCN, FAAN, FAHMS
Vice President
College of Nursing and Health Sciences
Flinders University

Our College Vision

- To be an innovator in contemporary education producing a safer and more resilient health and social care workforce
- To be the source of Australia's most enterprising (health and care) graduates
- To be an internationally recognised world leader in research adding to our understanding of health, caring and enabling people to live better lives

Our College Mission

- To improve lives and empowering communities; enabling better health and caring in the world

Our College Ambition

- To be a top 20 nursing and health sciences college in the world
- To attract the most capable and committed students and to provide them with an exceptional learning experience
- To add value to our communities through partnerships, shared problem solving and adding economic and social value
- To innovate and experiment boldly and to lead the way in novel research partnerships
- To address disparity and disadvantage and be a vehicle for social justice
- To produce citizens of the world who enact the Flinders values of integrity, courage, innovation and excellence



Our Teaching & Learning

Our focus is to provide an exceptional student learning experience. We have a team of excellent educators, recognised by national and international teaching and learning excellence awards.

We will work proactively with industry partners and professional bodies leading to more adaptive, responsive, employable and innovative graduates equipped for employment in the workforce of tomorrow.

Our Research

Our research mission is about co-creating new knowledge which promotes wellbeing, and better care and support, to individuals and communities across the life-span.

We do this through innovations in care, health and social system redesign, technology innovations to enhance caring and support and evidence acquisition and implementation.

Our Aims:

STUDENT SATISFACTION
NATIONAL AVERAGE
ACHIEVE STUDENT SATISFACTION METRICS BEYOND THE NATIONAL AVERAGE FOR AUSTRALIAN UNIVERSITIES

INNOVATIVE THINKERS
PRODUCE GRADUATES WHO ARE FLEXIBLE AND INNOVATIVE LIFELONG LEARNERS

GRADUATE SUCCESS
SOUGHT AFTER BY INDUSTRY
INNOVATIVE | ADAPTABLE | RESPONSIVE
TRANSFERABLE SKILLS

FLEXIBLE STUDY
DEVELOP FLEXIBLE STUDY OPTIONS FOR ALL STUDENTS

STUDENT RETENTION
RETAIN MORE THAN 90% OF STUDENTS WHO JOIN THE COLLEGE
90 PERCENT

GLOBAL HEALTH & CARE
OFFER INTERNATIONALISED CURRICULA TO SUPPORT HEALTH AND CARE IN GLOBAL CONTEXTS
ADDING VALUE AND HAVING AN IMPACT GLOBALLY

Our Aims:

HIGH PERFORMING RESEARCH
IDENTIFY AND DEVELOP HIGH PERFORMING RESEARCH AREAS THAT ADD IMPACT TO HEALTH IMPROVEMENT AND BETTER EXPERIENCES OF CARE

RESEARCH EXCELLENCE
STRENGTHEN CAPABILITY AMONGST STAFF AND TO BUILD RESEARCH EXCELLENCE AND SUSTAINABILITY

GLOBAL RESEARCH PROMOTION
PROMOTE HIGH PERFORMING RESEARCH AREAS NATIONALLY AND INTERNATIONALLY THAT DEMONSTRATE IMPACT ON HEALTH AND CARE OPTIONS

OPERATIONS PERFORMANCE
ADVOCATE FOR IMPROVED RESEARCH SYSTEMS, PROCESSES AND METRICS



Our People

We recognise that the greatest financial investment that is made by the College is the acquisition and retention of talented professional and academic staff.

It is our vision to create a College culture that embodies the values and ethos of the University whilst exceeding teaching quality and research expectations and striving to make a positive impact on people's lives.



Our Business

Flinders Footprint

Rural and Remote

Through our relationships within our rural and regional footprint, we are providing more flexible opportunities in rural and remote areas helping to address the health needs of our communities. Our footprint extends from Mount Gambier, Victor Harbor, Murray Bridge and Renmark to Alice Springs and Darwin.

International Profile

We have an international reputation for our health courses. We aim to foster strategic partnerships to aid in the creation of a vibrant, supportive environment for international students who, as graduates, will impact positively in their workplaces.



Our plan is to:



WORKPLACE VALUES
CREATE AND SUSTAIN A WORKFORCE THAT UPHOLDS THE VALUES & ETHOS OF THE UNIVERSITY



STRONG REPUTATION
MAINTAIN A STRONG REPUTATION AMONGST STAKEHOLDERS FOR OUR EXCELLENCE IN EDUCATION, RESEARCH AND CUSTOMER SERVICE

STRONG HEALTHY VIBRANT

HEALTHY ENVIRONMENT
ESTABLISH A STRONG, HEALTHY AND VIBRANT ENVIRONMENT FOR STAFF AND STUDENTS

CREATING CULTURES
CREATE A CULTURE THAT SUPPORTS DEVELOPMENT AND VALUES THE DIVERSITY OF

STAFF CONTRIBUTIONS
TO A HIGH PERFORMING COLLEGE

CREATE A CULTURE THAT VALUES THE
CONTRIBUTION OF CASUAL STAFF

CREATE A CULTURE THAT VALUES THE
CONTRIBUTION OF ALUMNI AND STAKEHOLDERS

CUSTOMER FOCUS & SUPPORT



SPECIALISED KNOWLEDGE TO DELIVER EXCELLENCE TO STUDENTS, STAFF AND EXTERNAL STAKE HOLDERS

INNOVATIVE MULTIDISCIPLINARY CLINICS



REFINE OUR PRESENCE AND ENHANCE OUR POSITION AS INTERDISCIPLINARY
INVEST IN INNOVATIVE MULTIDISCIPLINARY CLINICS TO FACILITATE COMMUNITY ENGAGEMENT AND SHOWCASING SERVICES

WORLD LEADERS IN HEALTHCARE



DEVELOP AN INTERNATIONAL STRATEGY TO HELP EQUIP GRADUATES WITH THE SKILLS TO BE WORLD LEADERS IN HEALTHCARE

STRONG ALL-ROUND ENGAGEMENT



STRONG RELATIONSHIPS WITH KEY STAKEHOLDERS, PROFESSIONAL ASSOCIATIONS, INDUSTRY PARTNERS, ALUMNI AND STUDENTS

Summary

This strategic plan is a living document. We will use it to: inform our decisions; support our partnerships and community engagement; strengthen our reputation; and strengthen our international position.





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