

21  
27

# A DIFFERENT KIND OF MEDICAL SCHOOL

**Hull York Medical School was founded on partnership and a desire to make real and lasting difference to our communities. We bring together the strengths of the universities of Hull and York and are shaping the future of healthcare through our distinct and innovative approach to education, research and community engagement.**

We are proud to be a different kind of medical school – one that puts people at the heart of everything we do. Our students, staff, NHS partners and communities inspire us every day. And together, we are inspiring clinical and academic leaders of the future.

We produce brilliant doctors, equipped with the skills, agility and resilience to deliver excellent patient-centred care in a changing healthcare landscape, locally, nationally or globally.

Our biomedical and forensic scientists and postgraduate students, inspired by our world-leading subject experts, graduate as creative and critical thinkers, ready to drive meaningful change – whether that be through scientific breakthroughs, new approaches to healthcare,

criminal investigation or workforce training and development.

Our research is driven by a desire to make a real and lasting impact on individuals, communities and society – and our multidisciplinary and partnership approach means we are addressing real-world challenges. From uncovering the drugs of tomorrow to addressing public health challenges of today, our discoveries are improving diagnosis, treatment and delivery of healthcare across cancer, mental health, immune and infectious diseases, and skin and palliative care.

Our strategy for 2021-27 sets out our mission and strategic aims for the coming years. It provides a framework for action – shaping our priorities, guiding our decisions and enabling us to continue to develop as a vibrant, inclusive and forward-thinking medical school. Underpinned by our values – everyone counts, pursuing excellence, socially responsible, and collaborative – we are committed to being a positive place to work, learn and innovate.

Together we are making a difference, and inspiring others to do the same.



# WELCOME TO OUR 21-27 STRATEGY

# OUR MISSION

To ensure those we teach and the research we do improves health, advances knowledge, reduces inequities and builds strong community bonds to respond to local and global challenges.



# OUR VALUES

Developed by our staff, our values are the basis for decision-making at all levels.



## Socially Responsible

We are dedicated to public service and to improving lives within our communities.



## Everyone Counts

We promote a culture of diversity, respect and aspiration, and empower everyone to realise their potential.



## Collaborative

We work in partnership, recognising the strengths of others.



## Pursuing Excellence

We combine a pioneering approach with innovative methods to drive excellence in all we do.

# OUR STRATEGIC AIMS



MOTIVATING AND  
DEVELOPING STAFF



EDUCATION  
AND TRAINING



RESEARCH  
IMPACT



COMMUNITY  
ENGAGEMENT



GLOBAL  
CONNECTIONS



Our strategic aims are underpinned by our values, they support our vision to build on our established growth trajectory and address five interlinked components of our work:

- **motivating and developing our staff**
- **train health professionals and scientists**
- **to extend the quality, scale and impact of our research**
- **better serve and engage with our community**
- **practise in a global world and build international connections**

Throughout the strategy period we will increase our impact through research, innovation and collaboration as we continue to improve health and transform lives locally, nationally and globally.

# MOTIVATING AND DEVELOPING OUR STAFF



## 1.1.

We will create a vibrant connected community across Hull, York and the NHS, where colleagues are motivated and empowered to use their skills and expertise to the best use of the School and our universities within a culture of respect and kindness.

## 1.2.

We will ensure a culture and environment where colleagues are able to thrive and be excellent in their role irrespective of their background and where they feel their perspectives are listened to and considered in decision-making.

## 1.3.

We will prioritise the wellbeing of our staff, including supporting colleagues with disability to reach their full potential; and supporting all our staff in the development of self-care and resourcefulness.

## 1.4.

We will enable colleagues to develop within their role and fulfil their potential by attracting, nurturing and retaining talent and providing guidance, mentorship and career developing opportunities.

## 1.5.

We will create a digitally enabled organisation, supporting the use and development of digital capabilities to ensure the effective and innovative use of artificial intelligence and digital technologies and services across all School activities.

## 1.6.

We will develop the infrastructure needed to enable colleagues to be as high performing as possible, including removing unnecessary bureaucracy and duplication and will work with our universities to similarly reduce bureaucracy.

## 1.7.

We will support the development of wider partnerships locally, nationally and internationally to enable colleagues to network, grasp new opportunities and perform to their best.

VIBRANT, CONNECTED COMMUNITY  
**A CULTURE TO THRIVE**  
FULFILLING POTENTIAL  
**DIGITALLY ENABLED**  
IN-ROLE DEVELOPMENT  
**PRIORITISING WELLBEING**

# TRAINING HEALTH PROFESSIONALS AND SCIENTISTS



## 2.1.

We will ensure the provision of excellent education, offering an outstanding student experience, while seeking to innovate and prepare both our undergraduate and postgraduate students for the evolving challenges of clinical and scientific workplaces.

## 2.2.

We will teach our students using modern, personal, evidence-based, supportive methods to ensure we train compassionate researchers, doctors and leaders who are innovative, resourceful, and able to consider the big issues of our time.

## 2.3.

We will shape our curricula, teaching and assessment methods to ensure our graduates can improve health outcomes by embracing and understanding the diversity of healthcare needs from both user and industry perspectives. We will ensure our educational assessments remain authentic and valid in a world where access to AI-tools is universal.

## 2.4.

We will provide opportunities for students to engage with and be inspired by our research.

## 2.5.

We will strengthen our partnerships with students by listening to their voices, empowering them to participate in the School's decision-making process, to co-create high-quality learning environments and supporting them to be the best they can be.

## 2.6.

We will embrace diversity within our student body, strengthening the recruitment and ongoing support of students from underrepresented backgrounds.

## 2.7.

We will create an inclusive and safe environment for all our students by celebrating diversity through events and in our teaching, and by actively challenging discrimination.

## 2.8.

We will ensure an inclusive and safe environment, and advocate zero tolerance on racism, sexism, homophobia, and transphobia.

## 2.9.

We will prioritise the wellbeing of both our undergraduate and postgraduate students, including supporting students with a disability to study with us, providing them with the skills to reach their full potential and teaching all our students the principles of self-care and resourcefulness.

## 2.10.

We will support our students to utilise emerging technology such as artificial intelligence and navigate available information including big data, using these to appropriately inform their professional practice.

## 2.11.

We will strengthen our education partnerships with the NHS and other healthcare providers, co-creating outstanding learning environments for our healthcare students.

## 2.12.

We will equip our healthcare students to offer patient centred care grounded in an appreciation of the impact of social determinants on health and to challenge the conscious and unconscious bias that exists in the health and social care systems, instilling in them the principles and ethos of public service.

# EXTENDING THE QUALITY, SCALE AND IMPACT OF OUR RESEARCH



## 3.1.

We will deliver research for the benefit of the public, locally, nationally and globally through expansion of our portfolio of multi-disciplinary research, building on our successful research groups and investing in areas of research strength in our universities.

## 3.2.

We will support the development and up-skilling of our staff to grow our research, including the use of digital skills and artificial intelligence.

## 3.3.

We will extend and strengthen our partnerships with the NHS and multi-sectoral organisations relevant to health, optimising opportunities for our students and researchers to exchange knowledge with business and industry partners, local authorities, public health services, the integrated care system and third-sector organisations to drive the quality, relevance and applicability of our research.

## 3.4.

We will provide leadership to the development of health research, shaping future priority areas and being the catalyst for the development of new research collaborations, while driving the dissemination and implementation of new findings in partnership with patients and the public.

## 3.5.

We will expand our postgraduate and doctoral programmes building on the research strengths in the University of Hull, University of York, and the NHS in our region.

## 3.6.

We will ensure that patients and the public can influence research priorities and benefit from clearly communicated research findings.

RESEARCH THAT BENEFITS THE PUBLIC  
**SUPPORTING OUR STAFF**  
EXTENDING AND STRENGTHENING PARTNERSHIPS  
**PROVIDE LEADERSHIP**  
EXPANDING PROGRAMMES  
**CLEARLY COMMUNICATING FINDINGS**

# TO BETTER SERVE AND ENGAGE WITH OUR COMMUNITY



## 4.1.

We will promote, publicise and value all aspects of knowledge exchange and collaboration with our partners and communities.

## 4.2.

We will continue to focus on our widening participation initiatives in partnership with our parent universities, supporting equitable access and benefit across our local footprint.

## 4.3.

We will provide our students with the skills to develop as advocates for patients and their communities, using their privileged positions and networks to improve lives, confronting inequalities including the climate crisis and challenging political policies which mitigate against fairness and health for all.

## 4.4.

We will grow our alumni network, providing role models and engagement opportunities to promote graduate retention within our region and benefit our communities locally, nationally and internationally.

## 4.5.

We will ensure our infrastructure and activities are environmentally sustainable.

PROMOTING KNOWLEDGE EXCHANGE  
**COMMUNITY ENGAGEMENT**  
DEVELOPING PATIENT AND  
COMMUNITY ADVOCATES  
**STRENGTHENING**  
**ALUMNI CONNECTIONS**  
ENVIRONMENTALLY  
FRIENDLY INFRASTRUCTURE

# PRACTISING IN A GLOBAL WORLD AND BUILDING INTERNATIONAL CONNECTIONS



## 5.1.

We will educate our students to understand global health issues and health inequalities, including those facing migrant communities, empowering them to take action and contribute to meaningful change.

## 5.2.

We will give students the tools and opportunity to drive health improvement both locally and globally through medical and postgraduate education, research, and electives.

## 5.3.

We will develop a small number of strategic global partnerships and will consolidate and strengthen current partnerships to enable us to work in equal partnership to address global health challenges through research, postgraduate and doctoral training and medical education.

## 5.4.

We will develop opportunities for students to experience elective and study abroad with our principle international partners, using these to develop their understanding of different cultures and global inequities.

## 5.5.

We will increase the visibility and impact of our global health research and education, strengthening collaboration, partnership and our international reputation.

UNDERSTANDING GLOBAL  
HEALTH ISSUES  
**BUILDING ON PARTNERSHIPS**  
ADDRESSING GLOBAL  
HEALTH CHALLENGES  
**INTERNATIONAL STUDY  
OPPORTUNITIES**  
BUILDING INTERNATIONAL  
REPUTATION

