

# Faculty of Health and Medical Sciences

Research and Innovation  
Strategy 2022-2025

# Implementation plan

## ➤ 1. Goal 1: Build and consolidate our research scale and excellence by:

- 1.1 Supporting our core areas of research and critical mass through development and delivery of effective Research Theme (see last page) action plans, led by Theme Champions.
- 1.2 Promoting and facilitating the appointment of co-Directors, joint appointments and affiliates for University Institutes.
- 1.3 Convening faculty steering groups to support the Institute activities in Faculty.
- 1.4 Create further collaborations, visibility and impact of our established FHMS centres e.g. Dementia Institute; vHive, Surrey Sleep Centre; Veterinary Pathology Centre; Biomedical Research Facility.
- 1.5 Convene working groups to consider consolidating areas of equipment e.g. Analysis Centre; Imaging Centre; Digital Pathology.
- 1.6 Develop effective plans to engage with our key stakeholders and partners.
- 1.7 Identifying academic leads to work with the Faculty Industry Partnerships Manager to improve and enhance formal strategic alignment with selected priority partners: NHS and local health partners (including the development of a medical programme), The Pirbright Institute (TPI), Zoetis, Animal and Plant Health Agency (APHA), Defence Science and Technology Laboratory (DSTL), Surrey Research Park.
- 1.8 Maintain and support our ongoing partnerships with other key partners, including: UKHSA, CEFAS, Veterinary Medicines Directorate (VMD), Surrey County Council, National Physical Laboratory (NPL), Academic Health Sciences Network, Clinical veterinary practice network, FASS and FEPs.
- 1.9 Create a 'dashboard' outlining strategic initiatives and on-going activities with key partners showing progress and status.
- 1.10 Work collaboratively to develop and deepen the engagement in the Surrey Health Partners initiative.
- 1.11 Increasing our participation and strategic leadership of initiatives and programmes to the benefit of research and innovation, and their local and national impact, including: The Animal Health Innovation Network, The Kent, Surrey and Sussex Academic Health Sciences Network, The Surrey Heartlands Health Tech Accelerator.

## ➤ 2. Goal 2: Increase our research income from major funders:

- 2.1 Maintaining and improving our bid size and award rate with key funders, both national (e.g. BBSRC, NIHR, EPSRC, MRC, Wellcome Trust, ESRC) and international (e.g. EU, NIH and charity),
- 2.2 Supporting larger strategic collaborative bids,
- 2.3 Providing support for applicants including grant writing training, writing retreats, and writing weeks,
- 2.4 Increasing the number of high quality and timely PhD studentships allocated.

- 2.5 Reviewing our approach to developing and enhancing our clinically focused research and clinical academic appointments as part of the existing programmes and development of the Medical programme.
- 2.6 Increasing our publications output, maximising the quality, and increase our average field-weighted citation index (recognising the limitations particularly for low sample sizes), and encouraging international collaboration.
- 2.7 Developing an effective People Database, with expertise, research interests and funder experience including Directory of RCUK panel members and ensuring effective representation and leverage.
- 2.8 Increasing the number of effective relationships with a number of international University partners.
- 2.9 Create effective systems of support to promote collaboration both internally and externally utilising the support within the newly formed Faculty Research and Innovation office. To include a searchable Project Database of all ongoing projects within the Faculty and a calendar of events and internal funding opportunities and deadlines.

## ➤ 3. Goal 3: Support the development of synergistic research and teaching:

- 3.1 Bring together the spheres of research and teaching and learning/education.
- 3.2 Ensure our recruitment and promotion opportunities reflect the duality of our mission.
- 3.3 Creating opportunities to support academics on a teacher track pathway (as well as all academics who are interested in this area) to undertake research.
- 3.4 Offer funded education research projects on an annual basis.
- 3.5 Support to engage with education focused research by providing regular workshops from a range of internal and external expert speakers in these areas, as well as drop-in sessions to discuss and explore ideas.
- 3.6 Opportunities to share and learn from the evidence base we create in this space, will be provided by an annual Faculty Education Away Day.
- 3.7 Further support and guidance will be facilitated from the pedagogic development coordinators, tasked with disseminating new and innovating teaching practices, that focus on the sharing of evidence-based pedagogies and innovations in teaching and learning.
- 3.8 Develop and promote opportunities for students to join research groups during their journey and for postgraduate researchers and research fellows to contribute to teaching practice.

## ➤ 4. Goal 4: Maximise the impact of our research and develop plans to prepare for the REF

- 4.1 Promote and monitor developing impact case studies through establishment of a Faculty Knowledge Exchange and Innovation Group.
- 4.2 Develop a process for undertaking an annual Impact Audit across the Faculty to acknowledge staff activity and successes and to form a basis for the next REF.
- 4.3 Improve engagement with service users including patients, clinicians and the general public.
- 4.4 Create effective Knowledge Exchange:
- 4.5 Establish innovation as a mainstream activity within our academic community by educating, stimulating, and facilitating innovation activities including;
- 4.6 Celebrating successes, and sharing best practice across faculty,
- 4.7 Providing training in the innovation ecosystem- engage external providers to deliver a comprehensive curriculum of innovation and impact training activities focussed on FHMS including policy impacts.
- 4.8 Promoting and implementing Innovation Sabbaticals.
- 4.9 Build upon existing successful KE pathways (such as IP commercialisation and business collaboration) to broaden KE activities (such as public and community engagement and policy development).
- 4.10 Optimise our Innovation Ecosystem and culture to facilitate external engagement including.
- 4.11 Develop supportive gated process for innovative projects in collaboration with Innovation strategy, to include expert external review and support.
- 4.12 Proactively seek funding to support impact and innovation, including Impact Acceleration Accounts (BBSRC, MRC, EPSRC), and Higher Education Innovation Funding, knowledge Transfer Partnerships and Innovate UK.
- 4.13 Establish new KE connections across a wider geography, contributing to regional skills and to the levelling up agenda across the UK.

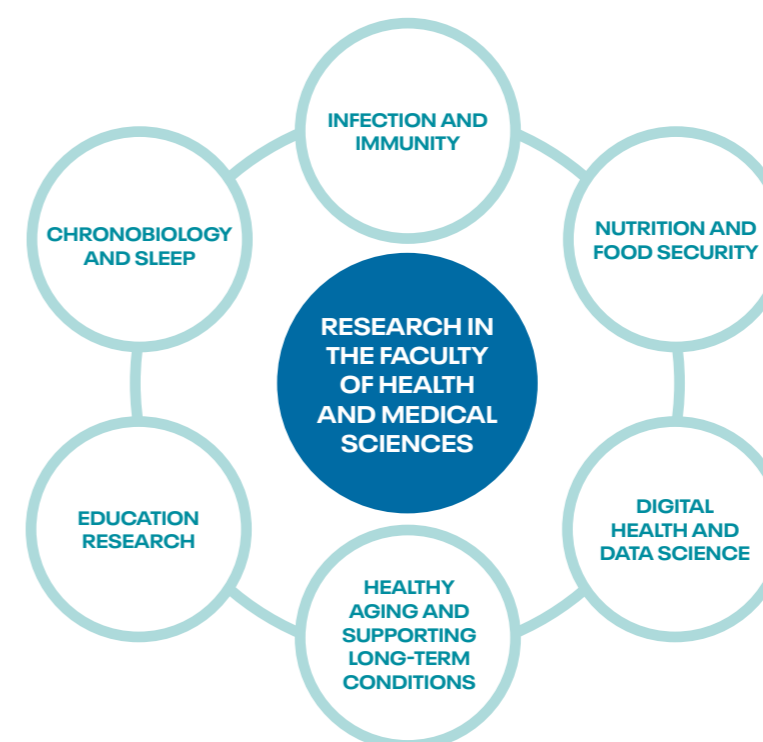
## ➤ 5. Goal 5: Enhance our research environment for staff and students

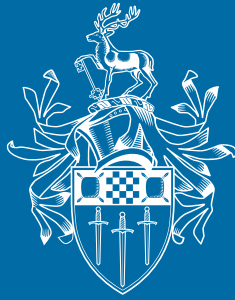
- 5.1 Develop a welcoming PGR environment across the Schools and the Faculty by promoting inclusive events and activities, and ensuring equality and diversity are a priority.
- 5.2 Develop and implement a Fellowship Academy to support early career researchers (ECRs) make the transition to becoming independent researchers by providing them with bespoke guidance to help them bid for and gain personal fellowship awards in health and medical sciences.
- 5.3 By focusing on our core research Theme areas we will ensure a targeted approach to financial investment to ensure development of state of the art facilities.

- 5.4 We will invest in the development of resource 'Centres of Excellence' (e.g. Analysis Centre; Imaging Centre; Digital Pathology Centre) to drive forward our research capability and delivery.
- 5.5 By ensuring that all research and teaching facilities, space and equipment within the Faculty are reviewed and receive appropriate financial investment and support to ensure the capability to deliver effectively.
- 5.6 We will ensure effective Faculty and School peer review processes are in place to support bid writing and grant submission, utilising the support skills within the Faculty Research Support office.
- 5.7 Faculty Research and Innovation Office to promote access to FRSF funds to support ECR transitions to independency by underpinning applications for more substantial funding.
- 5.8 Promotion of the Faculty 'Travel Fund' for conferences, research activities and workshops that contribute to the overall research or teaching strategy for the Faculty.

## ➤ FHMS Research Themes

Their purpose is to support ECRs and new staff (teaching and research) to break barriers between disciplines and to increase awareness of the research in the faculty. Themes will remain dynamic through development and delivery of effective Faculty Research Theme action plans and outputs led by Theme Champions and Associate Theme Champions.





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