



Turun yliopisto
University of Turku

University of Turku, Faculty of Medicine

STRATEGIC OPERATIONAL PLAN FOR 2017-2020

STRATEGIC OPERATIONAL PLAN FOR THE YEARS 2017–2020

The Faculty of Medicine at the University of Turku is an internationally high-level and innovative research and educational organisation for biomedicine, clinical medicine, dentistry as well as health and nursing sciences.

The Faculty is an active civic participant in research and education related to the promotion of health, the onset of illnesses, their diagnostic and treatment, as well as the development of services and educational systems related to the healthcare industry. Innovation and promotion of entrepreneurship are important areas in the Faculty's operations.

The Faculty is an active partner in various and multidisciplinary collaborations with international actors, healthcare organisations, companies, industry, educational organisations and other public entities. The aim is to promote civic knowledge related to health, civic well-being, and values that promote health in society.

CENTRAL AREAS AND PROPOSALS FOR ACTION IN THE OPERATIONAL PLAN

The strategic operational plan of the Faculty is based on the central strategic policies of the University of Turku. The operational plan for the years 2017–2020 is partially based on the operational plan for the years 2015–2017. The plan presented here was prepared during the spring of 2017 in collaboration with the Faculty's Board, professors, middle groups and students. A draft of the operational plan (18 April 2017) was publicly available for the assessment of the Faculty and its departments on 19 April – 3 May 2017, after which the document was edited based on the received feedback. The edited plan will be discussed by the Faculty Board on 24 May 2017.

The central strategic policies and cross-sectional themes (**numbered headings**) are presented *in cursive text*, after which we list those proposals for action that were highlighted during the Faculty's strategic process. The strategic operational plan will be implemented according to the resources available and a separately made schedule. The Dean reports to the Faculty Council on the fulfilment of the operational plan.

The operational plan is updated annually.

1. Effective Research

High-quality scientific research is the Faculty's main objective. Profiling as well as long-term planning of research and the recruitment of key researchers and young researchers, who play an important role for this objective, are vital for ensuring the success of the Faculty. Obtaining external, particularly international, funding is an integral part of these activities.

Profiling of research

The Faculty profiles its research based on the focus areas selected at the University level. An international scientific assessment published in 2016 as well as the areas of excellence of the university hospital will be taken into account when evaluating and steering the research conducted at the Faculty. Thematic focus areas selected by the Faculty will enhance the efficiency of the collaboration between research groups. During the strategic period, the operations and the future of the research areas and entities will be evaluated as part of an internal assessment process.

Enhancing the Efficiency of Applying for Research Funding

The efficiency of applying for research funding will be enhanced. Particular attention will be paid on the quality of research plans and funding applications. The University and the Faculty aim to support this process. The objective is to improve the content and technical quality of the funding applications. Every research group and researcher must have an up-to-date and high-quality research plan and, whenever possible, a communicative interaction plan related to the document.

Centralisation and Strengthening of Support Services

Support services at the University and Faculty levels are reorganised as part of a reform of the service system. The Faculty will conduct increasing co-operation with the Turku Centre for Biotechnology as well as other faculties. The support services available at the departmental level will be enhanced and improved in connection with the structural reforms of the department.

Promoting Researcher Career Tracks

The gradual progress and smoothness of the researcher career track will be promoted. The positions to be filled will be determined by taking into account scientific profiling areas, top expertise in clinical specialities as well as the safeguarding of research and teaching in the future. Recruiting students for research groups will also be enhanced.

Dissemination of Information about Science

The faculty aims to promote scientific communication and support the development of scientific communication in co-operation with those involved in the University's communications. Information will be actively provided about research findings and events. The Faculty will also improve its internal scientific communications, to ensure that Faculty personnel have up-to-date information about the Faculty's most important achievements. The Faculty's communications and information will be provided in English.

2. Responsible Education

High-quality education is founded on top-level research and makes the Faculty an attractive place of study. The aim of the Faculty is to train knowledgeable health professionals according to the demands of working life. In addition to strong core education and scientific further education, specialisation and continuing education form a significant part of the Faculty's educational offering and life-long learning. Open University studies aimed at the general public will be expanded and international collaboration in education will be increased.

High-quality Learning and Smooth Learning Paths

Open interaction that supports development between the teaching staff and students will be promoted at every stage of studies. The principles of continuing education and independent critical examination of new issues will be emphasised in the studies. National and international collaboration aim at utilising the Faculty's areas of strength. Study guidance and interactive aspects of teaching will be enhanced with technology.

Demonstration of pedagogical skills will be established in connection with the fulfilment of positions with a focus on teaching.

Improving Working Life Competences and Multidisciplinary Education

Particular attention will be paid to working life competences in all of the Faculty's fields of education. Smooth information flow between the working life and the Faculty will be ensured by creating practices

and structures that enable obtaining constant feedback, analysing it and implementing it as part of the Faculty's education activities. The share of multiprofessional education will be increased. Interprofessional interactions will be used to increase understanding of the operating approaches of other fields. In particular, the health and social services reform will be taken into account when revising the contents of teaching. It is ensured that students get opportunities to study and complete internships in health care organisations in connection with the health and social services reform.

Digitalisation of Teaching and Learning

More studies and assessment of learning will be made available online. Network connections will be used to ensure the implementation of decentralised studies at the Faculty, and these will be applied at the national/international level so that students can adopt working life skills as part of their expertise. Teachers and students will be familiarised with the use of the digital working environment, the opportunities it provides and how these are integrated into health care operations.

Regional and National Co-operation

Through the Health Campus Turku project, educational co-operation will be increased with the other faculties of the University, universities of applied sciences in the region, Åbo Akademi University and the hospital district by taking into account the development of education in the field of health care and social welfare as well as the demands of the working life. The contents of studies will be planned and adjusted in co-operation with other medical faculties and operators in specialities at the national level. Co-operation related to student admissions will be advanced and developed with other universities.

Development of International Student Exchange

The Faculty is clearly profiled as the leading faculty in Finland when it comes to international education. The aim is to increase the number of students engaged in exchange studies. Students are encouraged to participate in exchanges by increasing the number of partner universities, ensuring smooth progress of studies despite the exchange period, and increasing the flexibility of the transfer of credits for studies completed abroad. The number of students arriving from abroad is growing and attention will be paid on supporting them. The number of courses and study units available in English will be increased and established, and more extensive study modules lasting the entire course of the academic year will be formed out of them.

Development of Export of Education

At the end of the strategic period, the Faculty will have a wide selection of products and entities suitable for the export of education. Personnel cooperates in developing and implementing high-quality clinical education exports in a flexible and seamless co-operation benefiting both partners. Education exports can be flexibly tailored according to the needs and wishes of the commissioner. There is good awareness of the education exports in the international market and especially in the intended target areas.

Strengthening Open University Education

The selection of courses available at the Open University will be enhanced to include study units that can be offered to both the students at the Faculty of Medicine as well as other faculties and educational institutions as well as the general public. Planning of the topics and contents of study units will be extended to cover all fields of study of the Faculty. The goal is to integrate university teaching into other education so that it supports the Faculty's operations.

3. A Catalyst for Social Well-being and the Economy

In accordance with the national Health Sector Growth Strategy for Research and Innovation Activities, developing the university hospitals and the areas of expertise that have emerged around them from the viewpoint of research, education and business partnerships lie at the heart of competitiveness. As an active operator of the Health Campus Turku, the Faculty's objective is to amplify industrial and business life as well as to participate in implementing entrepreneurship education.

Promotion of Entrepreneurial Thinking

In accordance with the entrepreneurship strategy of the university, the Faculty will continue its entrepreneurship education. The aim is to raise awareness of entrepreneurship as well as to promote entrepreneurial attitudes, mindsets as well as methods supporting entrepreneurship among both students and personnel. The Faculty of Medicine both develops and actively participates in the entrepreneurship ecosystem at regional and national levels.

Dynamic Innovation Activities

The Faculty is actively involved in the operations of the innovation co-operation network of the Health Campus Turku. Innovation concepts will be systematically explored at the Faculty in connection with the meetings of individual research groups. The task of researchers includes considering the innovation potential contained by their research topics and ideas and also taking into account the development needs of companies and the health care sector.

Collaboration with Business Life

Collaboration between the Faculty and operators at the campus is enhanced to create and maintain contacts with companies. The Faculty will investigate possibilities for bi-directional researcher exchange with companies. Opportunities for students, researchers and other personnel to work in companies through fixed-term staff exchanges will also be promoted. A further aim is to increase opportunities for internships at the companies in the region.

Influencing in National and International Networks

The Faculty will be internationally profiled as the leading faculty in Finland in the fields of research and education. Researchers and educators are encouraged to be active in both national as well as international co-operation networks and organisations. Networking and international activities will be linked to the performance indicators of the research groups.

Supporting the Health and Social Services Reform

It is highly probable that the health, social services and regional government reform will be implemented during the strategy period. The Faculty plays a significant role in the activities of the health and social services education centre formed by four faculties. In addition to the Faculty of Medicine, the Faculty of Social Sciences, the Faculty of Law and Turku School of Economics are involved in the centre. The task of the health and social services education centre is to support the health and social services reform with the help of core and continuing education as well as research.

Communicating about Information and Activities Promoting Well-being and Health

The Faculty's operators have societal responsibility for producing and disseminating research-based health knowledge. Health promotion is included in all areas of political activities in society. The representatives of the Faculty of Medicine will act as experts in the media and participate in societal discussion by sharing their expertise.

4. Community Well-being

The Faculty's goal is the well-being of the work and student community. Well-being at work affects the competitiveness, financial results and reputation of an organisation. Well-planned and well-executed measures that increase well-being at work encourage creating and maintaining good work and study motivation and a good working atmosphere. Improvements in the environment and improved comfort affect the work and learning of both personnel and students.

Development of Communalities

Work space design will take into account solutions that enable encounters. Solutions that enhance communal aspects will be implemented in the new construction project. The provision of information about events and lectures will be improved by developing a calendar of lectures/events which will be kept up to date. The work of an assessment panel consisting of volunteers regularly making rounds in the facilities will be continued. The panel's task is to make suggestions for improving the work and study environment.

Supporting the Students' Well-being and the Ability to Study

The students' well-being and ability to study will be supported with functional mentoring, correct planning of the students' workload as well as by ensuring that students have an opportunity to influence the planning and implementation of their studies. It is ensured that teacher mentoring is available for all basic degree students at the Faculty. The workload required by the study units and modules offered at the Faculty will be checked and, if necessary, the criteria for calculating the workload will be harmonised and the workload corrected to correspond with the scope required by the degrees.

Improving the Conditions for Successful Work

Supervisors are responsible for ensuring that personnel are familiarised with their work and can develop the knowledge and skills required by the job. Working conditions and atmosphere will be regularly evaluated at the departments based on a separately prepared plan. Regular meetings and encounters of research groups, departments and faculties are used to ensure information provision.

Development of Management Skills

The Faculty develops academic leadership and management activities, which means that the managers and supervisors are sufficiently familiar with education and research as well as the contents of the operation areas of the Faculty. Supervisory and management training for those interested in management will be supported by organising training on practical academic leadership.

Active Communication, Discussion and Influence

Open information provision and communication are an important part of well-being at work. The Faculty will continue its information and discussion events (Faculty Meeting, Faculty Cafe), which are open for everyone and where the Faculty's management provides information about the current status and ongoing projects of the Faculty. At the same time, the events provide an opportunity for free exchange of views and allow participants to inform the Faculty's management about any matters that may concern them. The Faculty's website contains current basic information about the Faculty and its operations. Social media will also be used to supplement the information provision. The Faculty's communications and information are shared as widely as possible and are also available in English.

5. Co-operation

The Faculty's objective is to promote versatile co-operation both inside the University and with other universities. In connection with the health and social services reform, the central aim of the Faculty is to secure its regional and decentralised education as well as the position of its research. The Faculty will strengthen its interaction with co-operation partners that are important to the Faculty, as well as the Faculty's alumni.

Development of Co-operation within the Faculty

The process of changing the organisational structure of the Faculty will be continued. The aim is to blur the lines between the organisations within the Faculty as well as to enhance the co-operation within and between the departments. The Faculty strives for carrying out education and research tasks whose scopes transcend the borders between different departments.

Increasing Co-operation with the Collaborative Catchment Area of the West Coast of Finland and the Health Campus Turku Partners

Along with the Hospital District of Southwest Finland, the Faculty is involved in the Satakunta and Vaasa Hospital Districts as well as the cities and towns of Southwest Finland and in Pori and Vaasa. Close co-operation is carried out with the operators of the West Coast of Finland. It will be ensured that the goals and needs of the Faculty are met in connection with the health, social services and regional government reform. The Health Campus Turku co-operation with the University of Turku, the Hospital District of Southwest Finland, Åbo Akademi University, Turku University of Applied Sciences, Novia University of Applied Sciences and Turku Science Park will be established during the strategic period, The Health Campus Turku activities will be implemented in the areas of research, education, innovation and communications.

6. Finances

The public funding that the University receives will be divided between the faculties based on their education and research performance indicators. This development requires careful planning from the Faculty for its activities and finances. The internal division of funding must guide the Faculty's activities according not only to the performance indicators but also the goals of the strategic operational programme.

Making Monitoring of Finances Part of Management

During the strategic period, systems for the monitoring of finances will be developed together with the University's Financial Services so that they provide an opportunity for improved allocation of resources and succeed better at predicting changes. New monitoring systems for finances and performance will be introduced as widely as possible. Researchers will be required to seek funding actively, and this is followed in real time at the Faculty level. The impacts of the proposed effectiveness factors on the internal division of monetary funds will be evaluated.

Active Human Resources Planning and Recruitment

During the strategic period, the faculty will implement long-term human resource planning in addition to its normal annual planning. The focus areas of research and education and the changes expected in these will be taken into account in this process. External and internal recruitment will be carried out in accordance with the Faculty's research and education objectives.