



**Flinders
University**

**Nursing
& Health Sciences**

Our Future

Creating a Culture of Care

Strategic Plan 2023-2027





Acknowledgement of Country

Flinders University acknowledges the Traditional Owners and Custodians of the lands and waters on which its campuses are located. These are the Traditional Lands of the Arrernte, Dagoman, First Nations of the South East, First Peoples of the River Murray & Mallee region, Jawoyn, Kurna, Larrakia, Ngadjuri, Ngarrindjeri, Ramindjeri, Warumungu, Wardaman and Yolngu people. We honour their Elders past, present and emerging.

Vice-President and Executive Dean *foreword*



This five-year strategic plan builds on our first Nursing and Health Sciences plan from 2019-2023. We achieved wonderful success during this period and are excited about the next phase of our Care Nexus Vision.

Our staff, dedicated to excellence, will be our champions for the next five-year strategic plan. We will continue to be agile, flexible, passionate, responsive, and innovative in helping to define the future. We will be fearless in our pursuit of excellence in research, education, and practice to improve health and care for all.

Our strategic plan has been shaped through a series of co-design workshops and events held in 2022 and 2023. We have used a format that shares our ambitions (our external achievements), our aspirations (how we want to shape the world) and goals (measurable results that we want to accomplish in pursuit of our ambitions). We start with the Care Nexus Vision and then outline what we want to achieve for our people, and in our research, education, and practice areas. We finish with a commitment to making our new vision come to life.

It is my privilege and pleasure to support our Executive Leadership Team, staff and partners from industry. Together, we can generate a culture of inclusivity, respect and productivity that will achieve our ambitions, aspirations, and goals over the next five years.

Professor Alison Kiston
Vice-President and Executive Dean
Nursing and Health Sciences

Introduction

our values

At the opening of this decade, the world’s relationship with health, wellbeing and care changed dramatically. The coronavirus pandemic, and the growing impacts of our changing climates together with natural and man-made disasters, have affected individuals, families, and communities everywhere.

As we think into the future, we must embrace greater environmental, social and governance responsibility and accountability for how we act and what we do.

We will continue to embrace the Flinders University values:

- Integrity
- Courage
- Innovation
- Excellence



Our values of **Integrity, Courage, Innovation and Excellence**, along with our underlying ethos of being **Student-Centred** underpins our decision-making and culture, and is the foundation for our **success**.

Founded on Four Pillars



**People
and culture**



Research



Education



**Engagement
and impact**

The purpose of Nursing and Health Sciences is to improve lives, empower communities, and enable better health and caring in the world. We will do this through our **Care Nexus Vision**. Our strategic plan is aligned to Flinders University’s Strategic Plan *Making a Difference – the 2025 Agenda*.

Our role is to shape the future of research, education, policy and practice in nursing and health sciences to achieve this purpose.

Our culture builds on our student-centred ethos, which has evolved to become a care-centred philosophy:

- Care for our students
- Care for our staff
- Care for our communities

This is at the heart of our strategy for the next five years.

In terms of our performance, we will grow and diversify. We will focus on building on our achievements and further enhancing our national and international status in the pursuit of excellence in integrating research, education, policy and practice across our professional health, care and support disciplines.

We continue to commit to impacting positively on the health, social, and economic wellbeing of individuals, and families across the course of their lives.



The 2025 Agenda

Making a difference

Released in May 2016, a bold strategic plan focused on our **People and Culture, Research, Education and Engagement and Impact** with the aim of elevating Flinders into the top ten Australian universities by 2025.

Our strategic plan and core values:

Making a Difference – The 2025 Agenda sets out an ambitious vision for Flinders to become an Australian top ten university, and amongst the top 1% in the world.

Vision

To be internationally recognised as a world leader in research, an innovator in contemporary education, and the source of Australia’s most enterprising graduates.

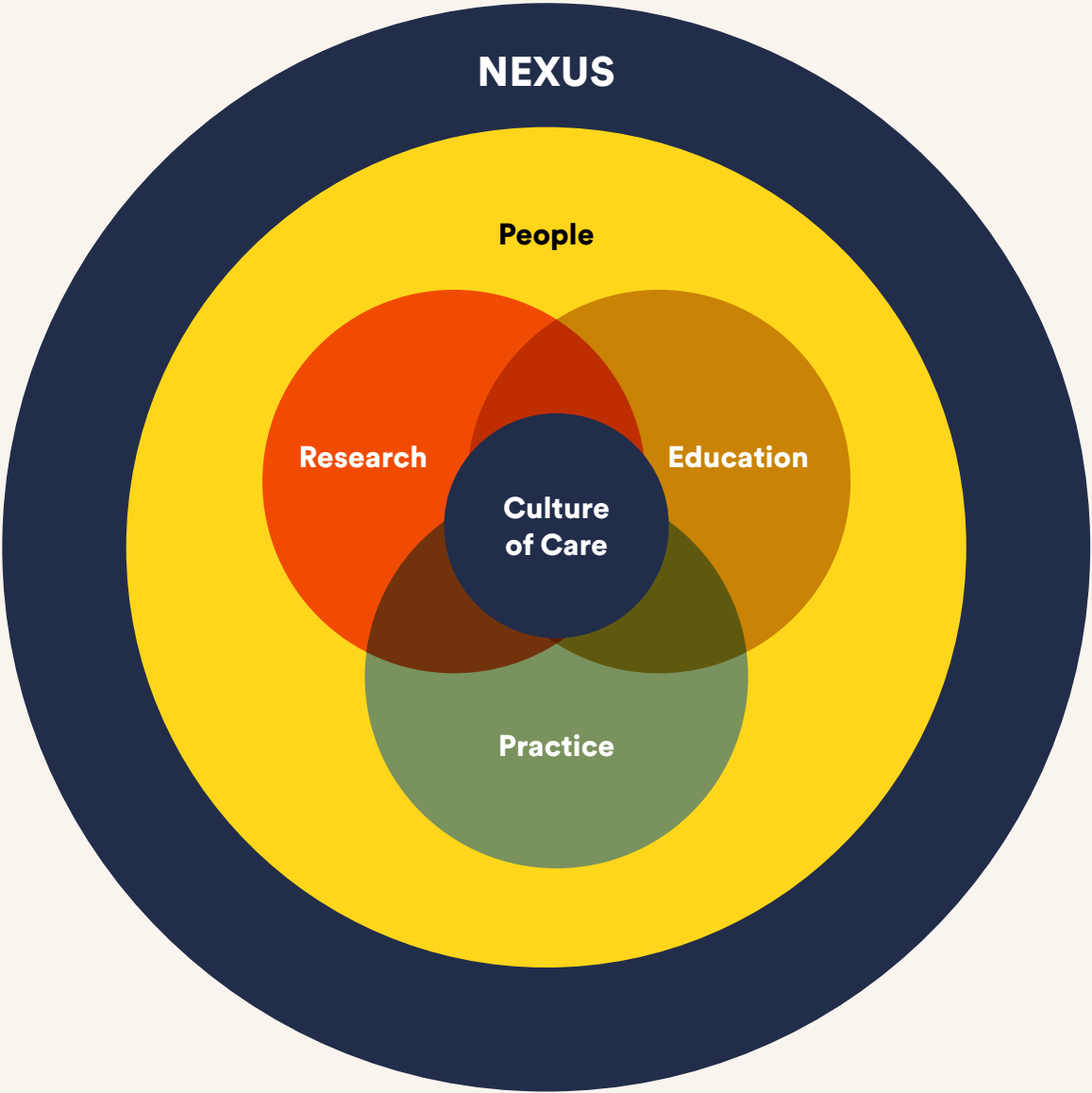
Mission

Changing lives and changing the world.



Care Nexus

our vision



Our Ambition

Our strategy is built upon our ability to describe and deliver our Care Nexus Vision. This has three dimensions:

- Creating a culture of care that permeates everything we do and stand for.
- Achieving excellence in research, education, and practice and how to integrate them.
- Ensuring that our students, staff, community, industry partners, and consumers see this in action and can describe its positive impact on them.

Our Aspirations

- Our ways of working are through **co-design** and **co-delivery** of existing and novel ways to improve our **impact** on health, care, and wellbeing outcomes.
- Our research, education, and practice are **integrated** thus promoting the seamless connection between research, education, and practice, keeping our curricula up-to-date and our graduates work ready.
- We will model **interprofessional** collaboration through embedding opportunities for students and staff to learn and practice together across disciplines in clinical and community spaces that promote inquiry, critical thinking, and problem solving.
- Our scope is **intergenerational**, with a commitment to excellence in health and care across the life-course, from birth to death and every age and condition in between.
- We will achieve all this through creating and using spaces such as **living laboratories** that are purpose-built and based in our own facilities and in partner organisations.



Our people

Our Ambition

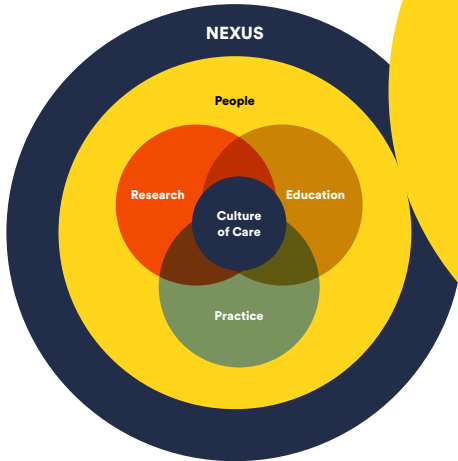
Creating a culture of care that enables us all to make a positive impact in peoples’ lives.

Our Aspirations

We will cultivate a culture of care that provides a place of belonging for all people who work, study and partner with us. This culture enhances the experience and wellbeing of our students, our teams, and our partners in the communities we serve. We will continue to commit to our vision of co-designing and delivering significant partnerships that integrate research, education, and practice where care is the focus.

Our Goals

- 1. Our culture of care extends to the wellbeing and professional development of our students, staff, community, industry and First Nations partners.
- 2. Our culture provides safe and family friendly places for people with a wide range of experiences and backgrounds to work together in harmony and healthy competition.
- 3. Our culture is committed to implementing environmental, social and governance sustainability best practice standards.
- 4. Our culture invests in and celebrates leadership potential, innovation, and achievements.



Our Ambition
Creating a culture of care that enables us all to make a positive impact in peoples’ lives.

Our research

Our Ambition

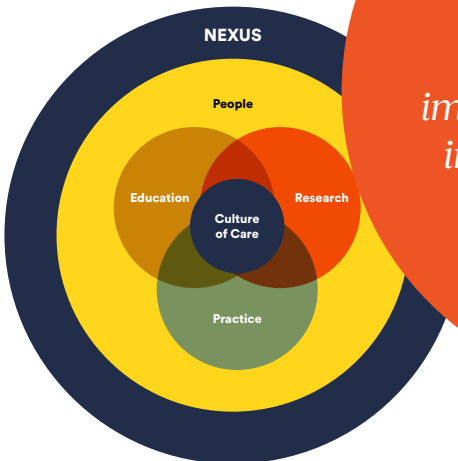
Leading and delivering impactful, world-renowned innovative research with engaged partners.

Our Aspirations

Our research across the life-course will deliver paradigm shifts in health and care. We will build the evidence base underpinning self-care and caring solutions to transform and respond to contemporary health and care issues. Our partnerships and knowledge translation expertise will ensure research is embedded in education, practice, and policy changes.

Our Goals

- 1. Deliver world-leading research by enabling a high-performance research culture.
- 2. Build and sustain authentic partnerships to deepen engagement and maximise research impact.
- 3. Lead innovations that create and translate knowledge to improve health, self-care and caring solutions across the life-course.
- 4. Enhance researcher capacity and capability to meet our research ambitions and aspirations.



Our Ambition
Leading and delivering impactful, world-renowned innovative research with engaged partners.

Our education

Our Ambition

Leading innovative educational design, delivery, and scholarship, shaping and delivering authentic and engaging curricula and careers for health, care and support professionals as well as carers.

Our Aspirations

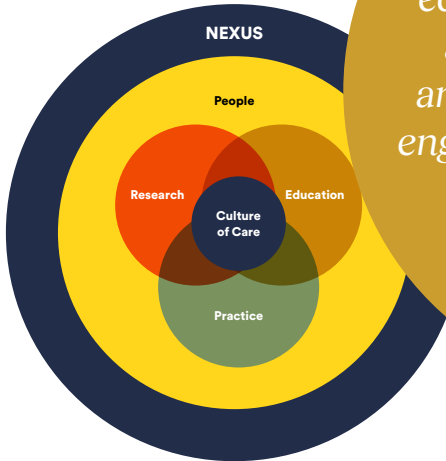
We will co-design and deliver health and care curricula with students, industry partners and consumers, integrating best evidence from research and policy into clinical and community learning experiences. In preparing for future challenges, we will demonstrate the value of care across the life-course, through student-centred experiences that put self-care, care interventions and health, as well as care and wellbeing at the centre of all our curricula.

Our Goals

1. Co-design and implement curricula that respond to emerging workforce demands, industry requirements and global megatrends (including climate change, pandemics, and the accelerated growth of technology and artificial intelligence in health and care).
2. Provide flexible, stackable, digitally enhanced curricula that meet discipline specific and interprofessional requirements and supports a life-long learning approach.
3. Lead and implement interprofessional student partnerships, strengthen collaborative practice, and respond to community and industry needs with innovative placement opportunities.
4. Ensure that opportunities for student learning and engagement are available to all, irrespective of geographical location, ethnic origin, socio-economic situation or other situations that limit access.



Our Ambition
Leading innovative educational design, delivery, and scholarship, shaping and delivering authentic and engaging curricula and careers for health, care and support professionals as well as carers.



Our practice

Our Ambition

Embedding research and education into practice, with a deep commitment to improving care outcomes across the community and society, especially where the need is greatest.

Our Aspirations

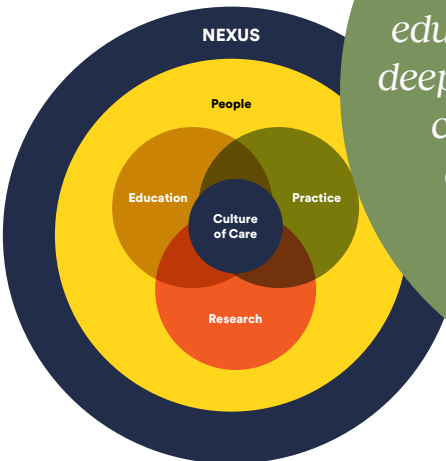
We aspire to change the way health, care and support professionals are valued and involved in improving the health, care and wellbeing of individuals and communities through demonstrating excellence in practice. In preparing for future challenges, we seek to demonstrate the value of care across the life-course, through student placements in the clinical, health, care, disability sectors, and via innovative interprofessional learning laboratories and clinics.

Our Goals

1. Enhance our reputation for diverse, flexible, equitable student learning placements and opportunities that prioritise working with communities in significant need.
2. Embrace the role of technology in health, care, and disability settings.
3. Engage effectively with the health, care, and disability sectors to add value, impact and new approaches to practice.
4. Build and deliver high quality interprofessional learning experiences in practice settings.



Our Ambition
Embedding research and education into practice, with a deep commitment to improving care outcomes across the community and society, especially where the need is greatest.



Care Nexus Vision

realised

Our strategic plan will enable us to work together to create the context and culture that will inspire us, our students, and the people whom we serve as health, care, and disability professionals.

As we work together to create the culture of care, we will provide seamless connection between research, education, and practice, embedding interprofessional collaboration and enduring partnerships with clients, the community, and our industry colleagues.

Our work is underpinned by our commitment to care across the life-course. The Caring Life Course Theory will help inform nursing, midwifery, allied health, and other care industry sectors, integrating and delivering care from the perspective of the individual and their care needs and capabilities.

Our vision will give form to our care-centred nexus of excellence in delivering and co-designing an integrated interprofessional, intergenerational experience for our staff, students, and partners. We will do this through continuous refining, testing, implementing, and evaluating new approaches to health and care research, education, policy and practice using learning, teaching, research and practice spaces that promote innovation and the use of new and emerging technologies.



Attract and connect the most courageous, inspiring and innovative people inside and outside of health, care and support professions and systems.



Be a healthy, culturally safe centrepiece that will realise the transformative potential of fully integrated, interprofessional co-design and delivery spaces called living laboratories.



Be an exceptional workplace for our people and a place that inspires our partners and members of the public to engage with health, care, and support professionals.



Offer real-life experiences of a culture of care and signify our growing influence, social impact, and contribution to the wellbeing economy.



Showcase community partnerships and student-led interdisciplinary clinics.



Champion environmental, social and governance sustainability standards.

Summary

This strategic plan is a living document. We will use it to inform our decisions and set annual priorities as well as shape our specific strategic plans for People and Culture, Research, Education, and Practice. This plan will focus our energies and help us with our investment decisions. It will also help us all to share our Care Nexus Vision, ambitions, aspirations, and goals with our partners and to work with them for mutual benefit.

Our campuses



Bedford Park

The Bedford Park campus features an award-winning hub and plaza, with retail, food outlets and a state-of-the-art sport and fitness centre.



Sturt

The Sturt campus is the main hub for Nursing and Health Sciences, and a key place of learning for students across all health areas. Sturt campus features state-of-the-art facilities, including the nursing and midwifery simulation labs, Health2Go clinic, and strength and conditioning labs, where our students receive hands-on training.



Tonsley

Flinders' Tonsley campus is a \$120 million hub of innovation which centrally locates the University's teaching and research in computer science, artificial intelligence, defence and national securities, autonomous vehicles, information technology, engineering and mathematics.



Riverland Campus

Flinders' Riverland campus at Renmark is home to Flinders University's undergraduate nursing degree and the Doctor of Medicine Rural Stream (MDRS) program.

The campus at Renmark offers the unique opportunity to study a full three-year nursing degree while living and working in a vibrant, diverse, rural community. The program has an identical structure to the degree run in Adelaide, including access to a state-of-the-art clinical skills simulation space.



Flinders at Festival Plaza, Opening 2024

Flinders University students want flexibility, convenience and connectivity. That's why we're taking our presence in the Adelaide CBD to a whole new level.

As an anchor tenant in the new Festival Plaza development on North Terrace, Flinders will offer new courses and new career pathways in a new city campus.

This means greater accessibility for students, industry and research – strategically connecting key technology, business and art precincts.

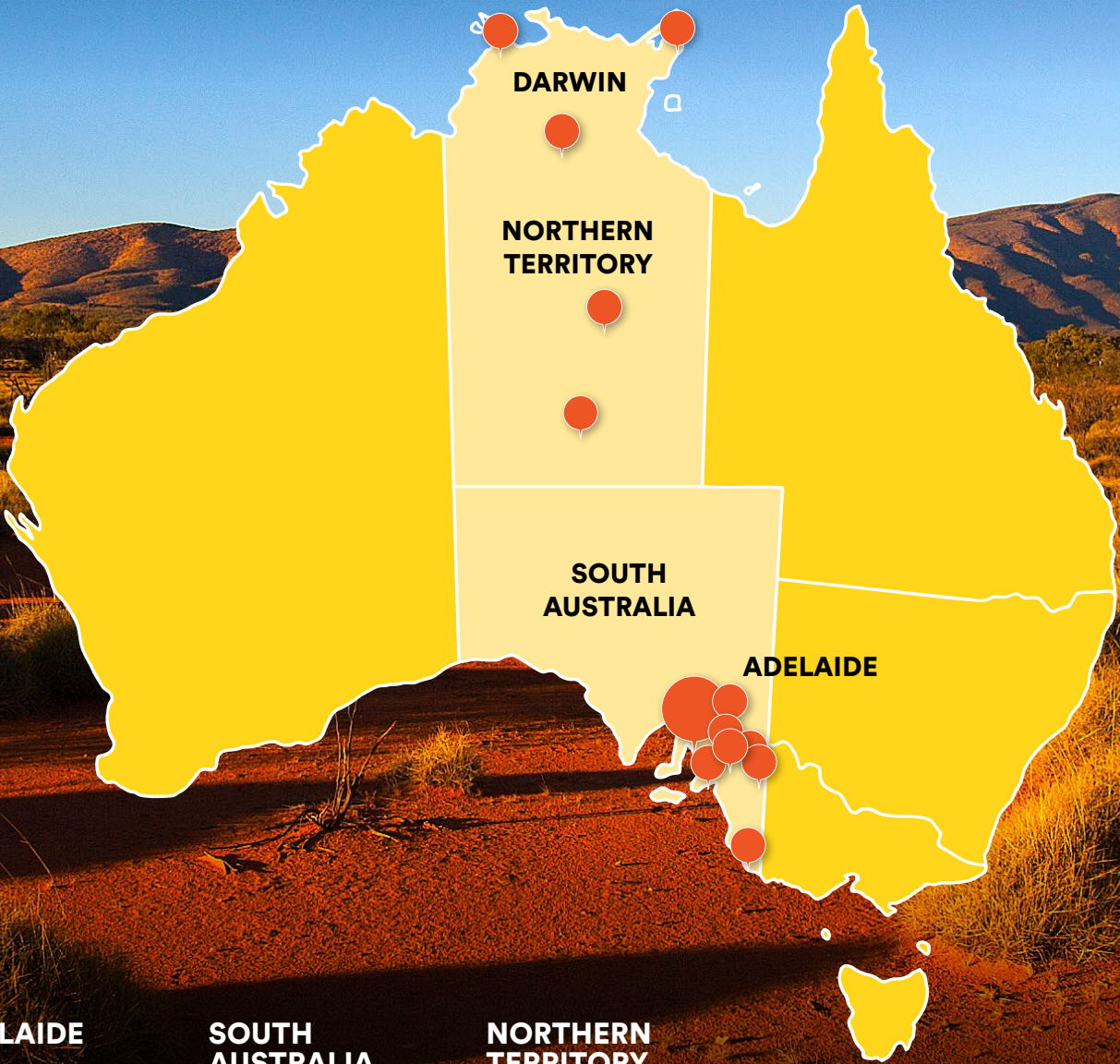
Plus, just metres away from the Adelaide Railway Station, our new campus will be just 19 minutes by rail to Flinders Tonsley and 22 minutes to Flinders Bedford Park, where our transformational Flinders Village development is about to take shape.

Together, this will create the largest integrated health and education network in South Australia. Bigger, bolder and better connected than ever before.

This is not just a move, it's a game-changer.

Geographic footprint

Headquartered in Adelaide, South Australia, we offer exceptional teaching on campus and online, with a physical presence extending across multiple locations.



ADELAIDE

Bedford Park
Tonsley
Festival Plaza

SOUTH AUSTRALIA

Barossa
Berri
Mount Gambier
Murray Bridge
Renmark
Victor Harbor

NORTHERN TERRITORY

Alice Springs
Darwin
Katherine
Nhulunbuy
Tennant Creek



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You can find updated information on our website

Flinders.edu.au

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