

OPERATIONAL PLAN 2023–2025

Faculty of Medicine

Type of document:	Plan
Date:	Decided 25 October 2022
Ref:	FS 1.3.1-2003-22
Decided by:	Faculty Board, Faculty of Medicine
Period of validity:	2023-01-01–2025-12-31
Area:	Organisation
Responsible unit:	Faculty Office of Medicine
Replaces document:	Faculty of Medicine's Operational Plan 2020–22

This document has been translated from Swedish into English. If the English version differs from the original, the Swedish version takes precedence.

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Introduction

The Faculty of Medicine and its preparatory bodies have in dialogue with one another, and with the heads of departments group, worked during late autumn 2021 and spring 2022 on operational planning for 2023–2025, in approximately the same format as the previous strategic multi-year plan that comprised the operational planning for 2020–2022.

One principle in this work has been that all operational planning must be permeated by equal opportunities, in the meaning that term carries within Umeå University.

What is new for this plan is that the Faculty Board only decides on long-term aims and goals for the three-year period, and delegates to its preparatory bodies the task of preparing annual activities for the various goals.

Instructions to the Faculty of Medicine's departments and programmes

Instructions for the departments' work with Operational Plans are sent out after the Operational Plan has been adopted at the faculty level. The educational programmes' programme analyses, which are part of the quality system for education at the first- and second-cycle levels, are seen as Operational Plans.

1. Education at the first- and second-cycle levels

Long-term aims	Goals for the 2023–2025 period
<p>1. All activities at the Faculty are permeated by the Umeå University spirit, i.e., closeness, humility, openness, transparency, accessibility, trust and confidence in each other.</p> <p>We rejoice in each other's successes and treat one another with respect. (Same as 11.)</p>	<p>1.1 We have a strong sense of collegiality and cohesion within the Faculty, both within and between employee and student groups.</p> <p>1.2 We create conditions for good performance, job satisfaction and rewarding collaboration for the Faculty's technical/administrative personnel (same as 11.4).</p> <p>1.3 We have a sustainability perspective naturally integrated into our work, and through dialogues across departmental lines, we learn from each other's good examples in the area (same as 11.5).</p>
<p>2. The Faculty is a full-breadth Faculty of Medicine, in which both education and research are valued highly.</p>	<p>2.1 All departments have activities to promote success in the field of education.</p> <p>2.2 The expertise of 'recognised' and 'distinguished' teachers is a resource for pedagogical development work.</p>
<p>3. The Faculty conducts education of the highest quality, with high national and international competitiveness.</p>	<p>3.1 The quality system is an obvious part of the work to ensure high quality in education.</p> <p>3.2 The Swedish Higher Education Authority's (UKÄ's) assessments give good marks to evaluated programmes.</p> <p>3.3 Medical pedagogical research is an established part of the Faculty's development work.</p> <p>3.4 The Faculty's marketing strategy focuses on quality and employability.</p>

Long-term aims	Goals for the 2023–2025 period
<p>4. The Faculty’s programmes and courses are permeated by equal opportunities, sustainable development and an international perspective.</p>	<p>4.1 Active measures to combat sexual harassment and victimisation of students and employees have been further developed.</p> <p>4.2 Teaching is characterised by awareness of a norm-critical approach based on the University’s definition of equal opportunities.</p> <p>4.3 The Faculty’s programmes and courses build a foundation for contributing to sustainable development in the students’ future professional lives.</p> <p>4.4 The number of faculty-wide agreements for international mobility of teachers and students has increased.</p> <p>4.5 All educational programmes have one or more courses/modules with components of internationalisation.</p> <p>4.6 The Faculty’s work with broadened recruitment and broadened participation has been strengthened.</p>
<p>5. The scientific and pedagogical competence of the Faculty’s teachers/researchers is very good.</p>	<p>5.1 The majority of the Faculty’s teachers participate in pedagogical development work.</p> <p>5.2 All teaching staff are given the opportunity for skills development in their subject.</p> <p>5.3 The proportion of ‘recognised’ and ‘distinguished’ teachers has increased.</p> <p>5.4 The proportion of teachers with combined clinical placements has increased.</p>
<p>6. The Faculty’s talent management and staff development work leads to strategically dimensioned staffing.</p>	<p>6.1 A faculty-wide needs assessment model for the employment of teachers has been started.</p>
<p>7. The Faculty takes societal responsibility by paying particular attention to the need to supply expertise to the northern part of Sweden.</p>	<p>7.1 A review of which programmes and courses are to be offered at the Faculty and in which teaching format has been completed.</p> <p>7.2 The cooperation with other universities in the northern healthcare region (Norra sjukvårdsregionen) regarding educational offerings is functioning well.</p>

Long-term aims	Goals for the 2023–2025 period
<p>8. The Faculty’s programmes and courses are conducted and developed in close and good cooperation with the Umeå Medical and Health Sciences Student Union, Regions, Municipalities and other external partners.</p>	<p>8.1 The digital internship placement tool, Praxia, is fully implemented.</p> <p>8.2 The Faculty actively works to support the Umeå Medical and Health Sciences Student Union in its mission (same as 10.3).</p>

2. Third-cycle education

Long-term aims	Goals for the 2023–2025 period
<p>9. The Faculty’s third-cycle education is of the highest quality, and includes clear perspectives of equal opportunities, sustainability and internationalisation.</p>	<p>9.1 An organisation for education at the third-cycle level that is robust, and not dependent on individuals over time, is established.</p> <p>9.2 A transparent and lasting principle for co-financing of third-cycle courses has been developed.</p> <p>9.3 The third-cycle courses are adapted to the internationalisation goals.</p> <p>9.4 All doctoral students have the ability to present their research internationally in English.</p> <p>9.5 All doctoral students are affiliated with an active research environment.</p> <p>9.6 Education at the third-cycle level takes place on equal terms.</p> <p>9.7 Doctoral students with clinical employment within Regions have sufficient time and good conditions for research.</p> <p>9.8 All supervisors must be given the opportunity to complete the course <i>Postgraduate supervision in practice</i> and/or the ‘brush-up course’.</p> <p>9.9 The Faculty’s quality system for education at the third-cycle level is updated.</p> <p>9.10 The majority of the Faculty’s examiners have completed a course for examiners.</p> <p>9.11 The number of doctoral students who have stayed at higher education institutions abroad during their doctoral studies has increased.</p>

Long-term aims	Goals for the 2023–2025 period
<p>10. The Faculty offers attractive education at the third-cycle level that ensures long-term talent retention in various subjects in the field of medical science, for the Faculty’s own needs as well as the needs of health and medical care, the business community and society at large.</p>	<p>10.1 An overview of how third-cycle education is to be financed has been carried out.</p> <p>10.2 An overview of the design of third-cycle education – for the Faculty’s own talent management and staff development, for health and medical care (particularly University health care) and for industry and society at large – has been initiated.</p> <p>10.3 The Faculty works to support the Umeå Medical and Health Sciences Student Union’s doctoral section in its mission (same as8.2).</p>

3. Research

Long-term aims	Goals for the 2023–2025 period
<p>11. All activities at the Faculty are permeated by the <i>Umeå University spirit</i>, i.e., closeness, humility, openness, transparency, accessibility, trust and confidence in each other. We rejoice in each other's successes and treat one another with respect. (Same as 1.)</p>	<p>11.1 The number, and the quality, of interdisciplinary (including translational) projects has increased.</p> <p>11.2 We have a strong sense of collegiality and cohesion within the Faculty.</p> <p>11.3 A well-developed peer review system is in place at both the Faculty and departmental levels (same as 12.9).</p> <p>11.4 We create conditions for good performance, job satisfaction and rewarding collaboration for the Faculty's technical/administrative personnel (same as 1.2).</p> <p>11.5 We have a sustainability perspective naturally integrated into our work, and through dialogues across departmental lines, we learn from each other's good examples in the area (same as 1.3).</p>
<p>12. The Faculty's research is of high quality, with both spearheaded excellence and breadth, and is nationally and internationally competitive.</p>	<p>12.1 Internationalisation is a clear component in all of our promotion systems.</p> <p>12.2 The number of national and international collaborative projects has increased.</p> <p>12.3 The Faculty's national and international proportion of external research funding, obtained through competition, has increased.</p> <p>12.4 A quality-driven system for research has been established.</p> <p>12.5 Strong research fields and profile areas are identified and made visible.</p> <p>12.6 The Faculty's researchers have the conditions to conduct research on equal terms.</p> <p>12.7 The Faculty's research environments are good and strengthened as needed.</p> <p>12.8 The Faculty has actively participated in the University-wide work on the handling of research data, and we have completed/implemented this work within the Faculty based on the special conditions that exist for medical data/health data.</p> <p>12.9 A well-developed peer review system is in place at both the Faculty and departmental levels (same as 11.3).</p>

Long-term aims	Goals for the 2023–2025 period
<p>13. The scientific and pedagogical competence of the Faculty’s researchers/teachers is very good.</p>	<p>13.1 Career paths within the Faculty are clear, attractive/competitive and strongly skills-developing, including career paths that combine research/teaching with clinical work.</p> <p>13.2 Active work with strategic recruitment to attract many qualified applicants for positions is being conducted in the Faculty.</p> <p>13.3 The Faculty promotes increased national and international mobility, and the number of persons with a doctoral degree at the Faculty conducting postdoc stays at another higher education institution has increased, as well as the number of teachers employed at the Faculty with postdoc experience from another higher education institution.</p> <p>13.4 The Faculty promotes increased national and international mobility, and the number of teachers at the Faculty who have earned their doctoral degree at another higher education institution has increased.</p>
<p>14. The Faculty’s research has made an impact internationally, nationally, regionally and locally; leads to improvements in health/medical care, business and society; and contributes to innovations.</p>	<p>14.1 We publish to a greater extent in journals of a higher quality, higher impact factor (Group II journals) and higher ranking.</p> <p>14.2 Our research has an impact and leads to new guidelines and treatments that are implemented locally, nationally, and internationally.</p> <p>14.3 More researchers apply for innovation grants.</p> <p>14.4 Our research leads to more collaborations with Umeå University Holding and Umeå Biotech Incubator, more patents, and the start of more companies.</p> <p>14.5 More researchers are working actively with scientific communication and cooperation.</p>

Long-term aims	Goals for the 2023–2025 period
<p>15. The Faculty’s researchers have long-term secured access to high-class infrastructure that supports current research.</p>	<p>15.1 We have an established system for identifying needs for research infrastructures.</p> <p>15.2 We have identified qualifications and criteria relevant for employments in research infrastructures and established a clear career path in the form of different employment proficiency levels.</p> <p>15.3 We have identified principles for prioritisation and co-financing of the Faculty’s research infrastructures.</p> <p>15.4 Important Umeå-based research infrastructures such as technology platforms, biobanks, and patient registries are accessible for the Faculty’s researchers.</p> <p>15.5 The Faculty’s researchers are represented in local/national/international processing review panels for financing and coordination.</p>

Annex 1.

Action plan for systematic work environment and active measures 2023

Goals	Strategy	Activity (at Faculty-wide level) 2023	Follow-up criteria 2023	Responsible
Faculty employees feel that they have a reasonable workload and balance in their work	Support the departments in their planning activities to improve the employees' perceived workload	Follow up on the departments' risk assessments for 2023 Continue to respond to the departments' needs for teacher recruitments	The number of departments/units/offices reporting problems with heavy workloads, stress and poor balance between work and free time has decreased	Dean, HR specialists
Faculty employees who share offices with Region Västerbotten (RV) have good knowledge of the coordination of work environment issues in shared premises for Umeå University (UmU) and RV	Develop the cooperation with RV in terms of the coordination of work environment issues at shared workplaces Increase knowledge of the agreements concerning coordination of work environment issues between UmU and RV, and clarify coordination responsibilities at the workplaces	Continue the work on the revision and development of agreements on coordination of the work environment together with RV Spread information about the coordination responsibility to relevant department heads and HR	Fewer departments reporting risks/problems related to issues stemming from a lack of knowledge about work environment initiatives in shared premises Updated information surrounding coordination responsibilities is available and easy to find for relevant UmU personnel	Dean, relevant heads of departments/directors/heads of faculty offices, HR specialists, Human Resources Office

Goals	Strategy	Activity (at Faculty-wide level) 2023	Follow-up criteria 2023	Responsible
Managers with delegated work environment tasks feel clarity about their tasks and responsibilities in the area of work environment	Look over and clarify how certain physical work environment issues can be coordinated and work environment tasks be delegated in operations in which multiple departments cooperate over department lines	<p>Together with the Human Resources Office and Building Office, produce a template for coordination of the work environment for operations in which multiple departments cooperate</p> <p>Together with the Human Resources Office, look over the website about the work environment to make it easier to find all relevant information on the same page</p> <p>Support the managers with information and training in what the coordination responsibility entails and in connection with the implementation of new templates</p>	<p>A template for coordination has been produced and made available for relevant managers and HR, and existing templates and forms for the allocation of work environment tasks have been reviewed and, if necessary, revised</p> <p>Clear and relevant information is easy to find on the intranet.</p> <p>Managers affected by coordination issues have received information and relevant training in the area</p>	Dean, HR specialist, Human Resources Office, Building Office
Teachers with combined employments have the same conditions and terms concerning parental leave as other employees	In consultation with RV, determine which measures are needed to create similar conditions for parental leave for teachers with combined employments	Initiate the work by determining the current situation and what changes are needed	The work to produce an agreement between UmU and RV (which can then be used as a model for dialogues with other Regions) has begun	Dean, HR specialists

Goals	Strategy	Activity (at Faculty-wide level) 2023	Follow-up criteria 2023	Responsible
<p>Employees and students at the Faculty who are active in the northern healthcare region (Norra sjukvårdsregionen) understand how matters concerning victimisation, harassment and sexual harassment are handled at the Faculty</p>	<p>Develop procedures focused on employees/students performing activities in the northern healthcare region (Norra sjukvårdsregionen) for which another accountable authority/employer is responsible</p>	<p>Begin the work with Faculty-wide procedures along with, first and foremost, Region Västerbotten (then with other accountable authorities)</p>	<p>The work with procedures has begun and a first proposal has been produced</p>	<p>Dean, equal opportunities administrators, associate dean, HR specialist</p>
<p>Both departments and programme councils have initiated working methods to work systematically with active measures</p>	<p>Increase the programme councils' knowledge of the Discrimination Act's requirements for active measures</p> <p>From a Faculty-wide level, support the departments in the continued work to find methods for systematic work with active measures</p>	<p>Carry out discussions with the Faculty's programme councils on working methods and follow up on the programme councils' programme analyses for 2023</p> <p>Continue discussions with heads of department and equal opportunities representatives. Follow up on the departments' action plans for 2023</p>	<p>First: Steps have been initiated in terms of investigating and analysing risks based on the prioritised area(s). Second: Analyses of measures and follow-ups of departments'/program councils' work with active measures have been carried out</p>	<p>Dean, deputy dean and associate dean, HR specialists, the Faculty's equal opportunities administrators, programme council chairs, heads of departments</p>