

BSMS

Strategic Plan 2030



At BSMS we strive to make a positive impact, locally, nationally and globally, by equipping future health professionals with the knowledge, skills and behaviours to drive innovative, equitable, and sustainable care through research and clinical excellence.

Be inclusive and supportive

Strong partnerships with the NHS, partner universities and local community

Maximise sustainable impact on key health care challenges

Succeed through excellence in research, education and digital innovation

The BSMS Strategic Plan 2030 sets out our commitment to our mission and the values that will characterise our work and our community. Our plan provides a framework through which we make decisions, allocate resources and embed change.

Over the five-year period of this plan, we remain committed to the values and beliefs on which BSMS was founded. We continue to be motivated by and identify with our belief that medicine should be accessible to all, and that our excellent people and strong partnerships will enable us to achieve this objective.

Our strategy is underpinned by six key pillars



Education



BSMS will aim to achieve the highest standards in the provision of inclusive and innovative education, underpinned by cutting-edge research, to equip our community of learners with the ability to provide excellent patient-centred care.



A teaching and learning community where students and staff have a sense of belonging and feel valued

- We will include, involve and respect students as partners in shaping the student experience.
- High quality teaching and learning will define our approach with quality control linked to continuous improvement programmes through peer-to-peer teaching, peer observation and peer review.
- We will continue to invest in supporting teaching accreditation and qualifications for all faculty.
- We will work with our partner Trusts and practices to include all BSMS educators in our community of learning.

Promotion of an ethos of collaboration, co-production and partnership in curriculum design and development

- Our curricula will be co-produced and student-centred with a focus on reducing health inequalities and ensuring our students are prepared to care for a diverse population.
- We will create an environment where collaboration both within BSMS and with our partners is encouraged to shape the future direction and development of our curricula.
- We will invest in high quality multi-professional faculty to deliver content across the entire educational continuum – undergraduate, postgraduate and continuing professional development.

Making inclusivity, widening participation and social justice a central focus in educating our healthcare learners

- We will continually evaluate the impact of our Widening Participation initiatives to determine their effectiveness in enabling admission to medicine and provision of appropriate support to students during the course. This will be used as a basis for further development.
- We will expand support to disadvantaged students through tutoring, mentoring and raising funds for student hardship.
- We will continue to invest in our Equality, Diversity and Inclusion initiatives to address areas of discrimination and their intersections.

An innovative approach to excellence in education

- We will broaden the adoption of digital pedagogy in all our programmes and establish online/ blended/hybrid educational approaches within our full portfolio.
- We will adopt extended reality technologies for immersive and remote learning experiences and further embed interprofessional education across all healthcare disciplines.
- Through a restructure of our Postgraduate Taught portfolio, we will create an agile and adaptable suite of postgraduate teaching that meets the needs of our students, wherever they are from.

Prioritise research-informed teaching and learning that drive modern health and social care practices

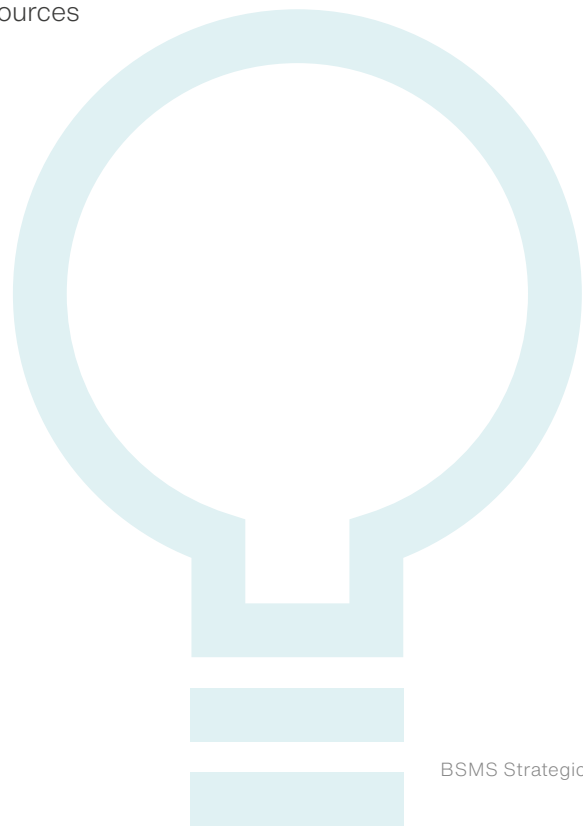
- We will ensure that our teaching and learning is evidence-based and underpinned by the latest research.
- Monitoring and evaluation of student outcomes and progression data will shape our approach to teaching and learning.
- We will promote a culture of directly linking BSMS research streams with teaching and learning. This will expose our learners to ongoing research and create opportunities for them to engage and develop research expertise.

Establish state-of-the-art facilities and infrastructure

- We will work with our partner universities, NHS Trusts and GP Practices to plan improvements to the teaching and working environment, aiming to create dedicated hybrid teaching facilities that will expand the use of novel teaching methods including extended reality and online resources across all education portfolios.

Support healthcare workforce expansion

- BSMS will look for opportunities to expand our courses to support workforce expansion and training.
- We will support further the shift of hospital practice into the community including through innovative teaching methods such as longitudinal clinical clerkships to provide a cutting-edge learning experience.
- We will work with our partner universities, NHS and local government stakeholders to develop a business plan for a Centre for Dental Development comprising multiprofessional regional training hubs.



Research



BSMS will enhance its contribution to medical research by building on areas of strength, investing in new opportunities, and fostering a culture that supports excellence, inclusivity, and impact. Our goal is to position BSMS as a recognised leader in health research, anchored in global relevance and regional need.



Grow and focus our research strengths

- We will establish more integrated research themes across the translational pathway from basic, translational to clinical and applied research domains, linking with our university and NHS partners and aiming for recognition from our parent universities through the award of Centres of (Research) Excellence.
- We aspire to a significant increase in research activity and training through doubling our research income and number of externally funded fellowships awarded to BSMS staff over the course of this plan.
- We will invest in strategic recruitment to expand and strengthen the leadership of our integrated research themes.

Build capacity and community

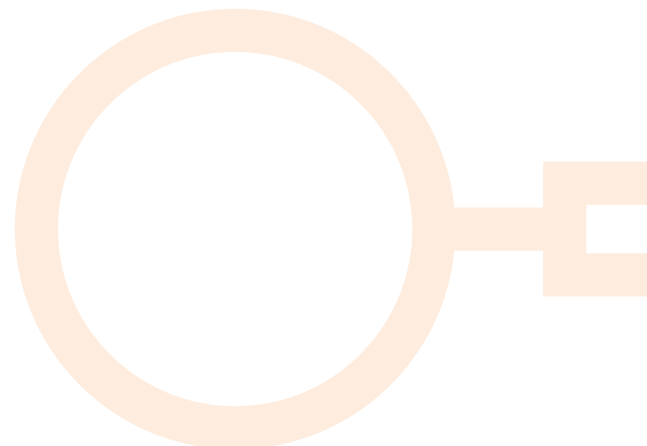
- We will implement Personal Research Plans for all research-active staff.
- Early and mid-career researchers will be nurtured through targeted mentoring, training and support such as action learning sets.
- We aim to increase and diversify our PhD cohort by actively seeking opportunities to co-fund PhD studentships with our funders, partner organisations and with local philanthropists.
- We will link our integrated research themes to the developing academic departments in partner NHS trusts.

Enhance infrastructure and research culture

- We will make Open Access publication the norm and ensure that our outputs are compliant with relevant Research Excellence Framework standards.
- We will improve access to high performance computing resources to enable integrated research workflows.
- We will work with our own research management team, our trials unit, research and innovation services and the joint research office to maximise support for personal research development, grant capture and data management.

Deliver impact and promote equity

- We will maximise the impact of all of our research, showcasing our best work through dissemination in both scientific and wider media as well as the Research Excellence Framework.
- Innovative Patient and Public Participation programmes will be developed including participation from research inception to dissemination.
- We will seek to address coastal health disparities through targeted research initiatives linked to our integrated research themes.



People & Culture



BSMS will continue to prioritise the development of its people who together create a thriving and successful community. Over the next five years we will work to maintain our reputation for being a supportive, inclusive, and innovative institution with a strong commitment to professional development.



Provide a supportive environment

- We will work with our students to ensure that BSMS is an environment where they can flourish and reach their full potential.
- We will reestablish in-person inductions for all new staff, including new PGR students, aiming to ensure that all staff feel a sense of belonging and well supported and equipped to succeed at BSMS.
- We will ensure that Achievement and Development Reviews and/or NHS Appraisals are completed with all staff supported in achieving their objectives, identifying their training needs and maintaining their health and wellbeing.
- BSMS will continue to offer staff development events and support staff to attend relevant training and conferences.

Supporting Professional Development

- We will promote training for those who line manage staff, aiming to create resilient and adaptable teams.
- We will promote and encourage staff engagement with Organisational Development programmes and access to apprenticeships and training schemes to allow staff to grow and feel recognised for their abilities.

Equality, diversity, and inclusion (EDI) at the centre of BSMS

- The BSMS EDSD committee will continue to provide staff with a space to discuss issues related to equality and diversity and to drive development in this area.
- We will continue to implement our Athena SWAN Gold action plan and seek renewal of our gold award status in 2028.
- We will invest in staff and resources to recruit and support students from “widening participation” backgrounds on their journey through their studies.
- We will implement a workload allocation model designed to ensure fairness and transparency in workload allocation.

Optimising our work environments

- We will evaluate our existing working environments, considering our capacity for growth, including the need for shared offices, meeting rooms, and common areas for staff to take breaks and build community.
- We will consider how we can sustainably adapt existing space to maximise the wellbeing of our staff in the workplace.



Digital



BSMS is committed to delivering digitally inclusive practice across education, research, and all professional service activities.



Quality digital and data practice

- We will strengthen digital leadership within education and research developing a Digital and Data Enhancement team.
- We will implement evidence-based use of digital and data practice including in decision making and digital education.
- We aim to enhance digital communication about our activities both internally and externally through the use of appropriate digital tools including clear webpages.
- We will develop an approach and practice to big data including access to large health data sources, training for students and staff and investing in appointments.

Responsible, ethical, and sustainable digital practice

- Working with our university partners, we will seek to identify the benefits of generative artificial intelligence and integrate these into organisational frameworks whilst at the same time navigating the potential challenges and risks involved.
- We will seek to stay informed of rapid digital technology evolution and use sound evaluation techniques to anticipate next generation advancements.
- We will promote digital good practice for all members of BSMS.
- We will create active steps towards embedded sustainability in our digital practice.

Develop digital skills

- We will review the digital and data needs of BSMS to create a roadmap for the future of our digital ecosystem.
- We will ensure that no student or staff member is left behind with their digital skills.
- We will establish digital baseline training for new students in all programmes.

Strengthen Digital Infrastructure

- We will collaborate with our partner universities to define the longer-term IT / AV hardware and software requirements of BSMS.
- We will optimise the digital capabilities of core BSMS teaching spaces including creation of digitally enabled learning spaces.
- We will develop the use of extended reality to bring clinical encounters to students without the need for students to travel to placements.



Sustainability



BSMS will aim to be a leading institution nationally and internationally in the area of sustainable healthcare, with sustainability a guiding principle for our teaching, research and people.



Equipping our graduates to respond to the health impacts of the climate crisis and to practise sustainable healthcare

- We will embed education on sustainable healthcare (ESH) including planetary health, the health impacts of climate change and healthcare sustainability across our undergraduate and postgraduate curricula.
- We will consider the use of novel technology such as virtual reality in reducing student travel, particularly for short sessions.
- We will support initiatives aiming to develop students as future leaders in sustainable healthcare.
- We will launch and grow postgraduate courses in Sustainable Healthcare, aiming to attract students from the UK and internationally.

Developing BSMS as a leading research institution for Sustainable Healthcare

- We will build on the transdisciplinary hub to decarbonise commissioning and delivery of healthcare, aiming to develop linked research and a centre for industry consultancy in sustainable healthcare.
- We will foster development of early/ mid-career researchers with expertise in sustainability via fellowships and PhD opportunities.
- We will continue to lead policy development as a key trusted partner for UK government.

Leading sustainability from BSMS for our campus locations and beyond

- We will identify key carbon hotspots within BSMS operations and focus on strategies to minimise these.
- We will co-ordinate with our partner universities and NHS organisation sustainability teams to take forward sustainability partnerships.
- We will advocate for climate action within and alongside our local community.
- We will co-create outreach activities on health impacts of climate change and healthcare sustainability.
- We will provide training for our staff enabling them to lead on making our activities as sustainable as possible.



Partnerships



BSMS will work with our partner universities, the NHS and our local communities to transform health in Sussex and beyond through research and teaching.



Strengthen research partnerships

- We will deliver our new integrated research themes across the translational pathway including partner universities, NHS trusts, primary care and our local communities.
- Collaboration with NHS and social care and public health partners will be delivered through the Sussex Health and Care Research Partnership.

Strengthen teaching partnerships

- We will build on community partnerships with local schools for widening participation.
- Community based teaching will be enhanced through the development of longitudinal clinical clerkships.
- We will expand opportunities for multiprofessional teaching linked to our partner universities.
- We will extend partnerships with our NHS partners to deliver high quality teaching including the use of remote teaching methods.

Strengthen infrastructure with our partners

- We will link to developing academic departments in partner NHS trusts for both research and teaching.
- We will develop new University Teaching Practices in Primary Care to support the enhanced community-based teaching.

Strengthen our clinical academic research and teaching workforce

- We will develop new joint clinical academic posts including in oncology and clinical neurosciences with linked Trust investment.
- We will build on our clinical academic training posts at all levels, improving supervision of trainees.
- We will develop new ways of supporting academically minded service clinicians to pursue research and teaching based careers including supporting pre-doctoral fellowships in primary care, academic sessions for research and teaching.

Strengthen community partnerships

- We will strengthen our working with third sector organisations in research and teaching.
- We will develop new initiatives for public engagement in science and research, disseminating our research and teaching excellence to the wider public.

Strengthen philanthropic partnerships

- We will improve the support of BSMS research, in collaboration with our NHS partners through.
 - Further charitable support of PhD doctoral fellowships for both clinical and academic students.
 - Charitable support of our research programmes.
- We will raise funds to improve support for student hardship.





As we look toward 2030, our Strategic Plan sets a clear and ambitious direction for Brighton and Sussex Medical School. It reflects who we are — a community committed to excellence in education, impactful research, and service to society — and who we aspire to become. In a rapidly changing healthcare landscape, this plan gives us focus and purpose. It challenges us to innovate, to lead with integrity, and to work collaboratively for the benefit of our students, partners and patients. Its success depends on all of us. Together, we will shape a medical school that is resilient, inclusive and future-facing.

Professor Richard McManus
Dean, BSMS



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