



Barts and The London
School of Medicine and Dentistry

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NEWSLETTER 8



The identity of our School

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Defining the School's identity

As colleagues will know, in the last few years there has been a range of far-reaching and demanding changes in the environment within which the School has to operate.

To name but a few of these: our own restructuring and renewal as a School; the fight to keep the Barts and The London PFI a two-site project, with a significant clinical activity at Barts; the

development of new ways of funding medical research, such as Best Research for Best Health; the BLT/Queen Mary joint proposal for an Academic Health Sciences Centre; and the Darzi review of healthcare provision in London.

All these, and many other changes, add up to a more competitive environment, and the need for a new and very focused strategy for the School in the period to come, which relates to the agendas of Government, HEFCE and the NHS as well as research funders and our academic peers.

Our strategy for the past five years has been focussed on the renewal of the School against the background of the 2001 Research Assessment Exercise and the urgent steps that were required to strengthen the School's profile and performance.

This strategy has been successful in producing the robust School in which we now work, financially sound, attracting a large number of world-class scientists, clinicians and research groups over the past few years. Some of the successes of the School are outlined later in this publication.

Aware of the need for a new strategy and also, just as importantly, of the urgent need to communicate the renewed strengths of the School to our external stakeholders, the Warden commissioned Queen Mary's Director of Corporate Affairs to undertake an exercise that would support this process. The exercise included research amongst a range of key stakeholders in the health service, other medical schools, politics and other areas of public life.

School Retreat 2006

In December 2006, the findings of research carried out by London Communications Agency into perceptions of the School amongst key opinion-formers were presented to the School Retreat.

In summary, the recommendations of the consultants arising from the comments of stakeholders interviewed, were as follows.

- Develop a clearer strategy and articulate this strategy more audibly and consistently to external stakeholders, including world class research and other strengths.
- Define clearly the objectives of local partnerships and work harder to make these relationships mutually beneficial.
- Develop a clear strategy for public health research and, linked to this, articulate proudly the benefits of being in East London to relevant audiences; which those consulted viewed as being a great underexploited strength.
- Consider opportunities for cross-functional working with Queen Mary and assess the benefits and feasibility of this approach.
- Emphasise the value of the School's educational activity: that the School produces good, competent and very 'grounded' doctors and dentists (which in some ways connected to the location advantage).
- Shorten the School's name, which many of those consulted found confusing, but do not make a fuss about it – make the change as simple as possible.
- Revisit the School's corporate communications messages and ensure they address concerns raised in this audit.
- Encourage senior staff to be confident ambassadors for the School with external audiences, so that they convey corporate messages.
- Define how the School will target key stakeholders to ensure regular contact and agree a plan of action.

The Retreat discussed these recommendations, broadly endorsed them and asked the Warden's Team to implement an action plan.



The School's name

This was one of the most controversial aspects of the discussion at the December 2006 Retreat, with strong views about a number of options expressed, including 'Barts', 'Queen Mary' and a simplified form of 'Barts and The London'.

To clarify exactly the problems with the current name (as the original issue had been flagged amongst a number of others in the much broader reputation research in December) and also to explore which name would be most effective, further research on this specific topic was commissioned and carried out in the early part of 2007.

Two pieces of further research were performed:

- amongst similar health/academic/political stakeholders as in the December research, but asking them to focus on the name of the School

- secondary school students who had decided, or were already applying, for undergraduate study in Medicine or Dentistry. The second was deemed necessary because of a concern that a name change of any kind might result in the School 'disappearing' in a student marketplace in which students applied to universities rather than to medical schools.

The findings of the research were very clear:

- For NHS, academic and other stakeholders:
 - The current name was confusing and contained too many elements
 - 'Queen Mary' carried less currency than 'Barts and The London'
 - That although there were opinions voiced for 'Barts' and 'The London', the greater number of respondents believed it was important to reflect the traditions of both.
 - That whatever name was adopted, there should be minimal 'fuss' about it.

- For young people in school thinking of applying to medical or dental school, by far the greater name recognition was accorded to 'Queen Mary, University of London'.

Warden's Team discussed the research findings and also took into account wider relevant developments. The most important of these were the rapidly emerging closer working arrangements with Barts and The London NHS Trust and in particular the joint proposal for Academic Health Sciences Centre status and the associated Clinical Academic Unit proposals. This very positive situation has resulted in the need for a joint branding with the Trust in some circumstances.

Taking all these factors into account, the way in which we present the name of the School will be simplified as shown below.

Corporate identity

As noted from the research findings, the School's external profile is damaged by confusion over the name. Although this is partly a result of complexity, it is also caused by colleagues within the School using variations of the name.

Wardens Team has agreed the following.

In writing the School should be called formally:

'Barts and The London School of Medicine and Dentistry'

This may be simplified to:

'Barts and The London Medical School'

or

'Barts and The London Dental School'

These last two formulations should be used when speaking to journalists or in similar situations.

The fact that the School is part of Queen Mary will be clearly represented by the use of the College crown and font. In write-ups about the School, including press releases, the connection with Queen Mary will be spelled out.

Reflecting the above decisions, **the only logo** to be used on School publications is:



Versions of the logo suitable for various uses can be obtained from the Publications and Web Office, who will be happy to discuss your requirements www.corporateaffairs.qmul.ac.uk/pubweb/

To strengthen the consistency and coherence of the School's external profile, powerpoint and poster templates to be used when presenting at conferences have been made and colleagues are asked to use these **on all occasions**. These can be downloaded from <http://qm-web.corporateaffairs.qmul.ac.uk/pubweb/>

Guidance on how to describe the School in relation to academic and similar publications can be found at: <http://connect.qmul.ac.uk/sectors/md/resources/>

External Relations Strategy

The Warden's Team is developing a robust programme of communication of the above strengths through publications, one to one briefings, and events. We would like to invite all members of the School and of our partner Trusts to join us in spreading the word.

What to say about the School

Positioning is not just about the coherent use of a name and a visual identity: it is also about communicating what the School stands for and its aims for the future.

Standard write-up on the School

From time to time we are all required to produce a brief summary of our School. Warden's Team has approved the following to be used in these circumstances.

“Barts and The London School of Medicine and Dentistry, part of Queen Mary, University of London, offers international levels of excellence in research and teaching while serving a population of unrivalled diversity amongst which cases of diabetes, hypertension, heart disease, TB, oral disease and cancers are prevalent, within east London and the wider Thames Gateway. Through partnership with our linked trusts, notably Barts and The London NHS Trust, and our associated University Hospital Trusts – Homerton, Newham, Whipps Cross and Queen's (Romford) the School's research and teaching is informed by an

exceptionally wide ranging and stimulating clinical environment. At the heart of the School's mission lies world class research, the result of a focused programme of recruitment of leading research groups from the UK and abroad and a £100 million investment in state-of-the-art facilities. Research is focused on translational research, cancer, cardiology, dentistry, inflammation, endocrinology/metabolism, immunology and infectious diseases, genomics, neuroscience, gastroenterology, epidemiology, primary care, clinical pharmacology, infectious diseases, stem cells, dermatology, haematology, diabetes, surgery.

The School is nationally and internationally recognised for research in these areas, reflected in the £40 million it attracts annually in research income. Its fundamental mission, with its partner NHS Trusts, and other partner organisations, such as CR-UK, is to ensure that that the best possible clinical service is underpinned by the very latest developments in scientific and clinical teaching, training and research.”



The School's positioning in brief

Barts and The London is a Medical and Dental School committed to:

- **achievement of international excellence in our chosen areas of research and education;**
- **and through this, in collaboration with our NHS partners, contributing to our uniquely complex and diverse social and clinical environment in east London and the Thames Gateway, which offers research, teaching and clinical opportunities unrivalled in the UK**

The School has been through a dynamic process of renewal since 2002, restructuring staff, investing in facilities and attracting high profile new research groups.

Our research mission

We have invested in infrastructure:

- £30 million investment in Charterhouse Square (John Vane Building)
- £48 million investment in the Blizard Building at Whitechapel
- £29 million investment in Innovation Centre at Whitechapel
- £4.6 investment in the core and shell and some fit-out of the Cardiac Centre at Charterhouse Square



We have nurtured and recruited the best staff

- 21 new professors appointed since 2005, all world class researchers
- Numbers of papers in world-class journals increased from 2 in RAE 2000 to 104 in RAE 2008
- Large increase in the number of MRC Training Fellows and Senior Fellows
- 200 researchers in the School assessed for RAE 2008 and judged by external review to be producing high international quality research

We have seen outstanding success in research income

- Largest recipient of charitable research income amongst UK medical school
- Largest increase in income since 2000 amongst UK medical schools
- 10th most successful institution in the UK in 2006 for MRC awards
- Total research income of £40 million exceeds major metropolitan universities (eg Leeds, Leicester, Sheffield)

We have research strengths in:

- Translational research
- Cancer
- Cardiac
- Dentistry
- Inflammation
- Endocrinology/Metabolism
- Immunology and Infectious Diseases
- Genomics
- Neuroscience
- Gastroenterology
- Epidemiology
- Primary Care

Our education mission

Because of the health environment that characterises the communities served by the School, combined with the excellence of our research, academic and clinical activity, we are able to produce outstanding graduates who go on to great success in their careers

We offer our students:

- Exposure to research and clinical environments with world wide reputations.
- The rich cultural and social diversity of east London
- A varied and innovative mixture of educational opportunities to accommodate different learning styles.

Our students develop into:

- Scientifically-based clinicians with the highest quality clinical skills and professional competencies.
- Compassionate leaders of healthcare delivery across the full range of clinical activity.
- Confident and self motivated individuals possessing key skills for lifelong personal development.

We have many distinctions and successes:

- Outstanding results scored in recent teaching quality assessments.
- Medical degree course achieved top scores in areas of teaching; curriculum; student support and learning facilities.

- Dental course one of the few in country to achieve maximum score of 24 for teaching quality.
- Very positive General Dental Council report following its recent review.
- Centre of Excellence for Teaching and Learning (CETL) awarded by HEFCE in 2005 plus £3.15 million with City University in recognition of excellence in training 3,000 healthcare professionals across 6 disciplines.
- Only CETL awarded to a London medical school. Officially launched by HRH Princess Anne in 2006.
- Barts and The London one of the first medical schools to offer a Medical Graduate Entry Programme, now also in Dentistry.

Our clinical engagement

Barts and The London NHS Trust

We are developing an Academic Health Sciences Centre (AHSC) with our partner, Barts and The London NHS Trust. This will enable us to develop an even more effective 'laboratory bench to the bedside' approach to our work.

We are proud of our association with Barts and The London Trust, which is an outstanding Trust, ranked as the Country's top teaching hospital in the Healthcare Commission's Annual Performance Ratings. The £1 billion PFI redevelopment programme at Whitechapel and Barts will provide a world-class environment for the School's teaching and research activities

Working together, we are establishing an AHSC model of a Foundation Trust appropriate for our local circumstances

This will provide for increased academic leadership to maximise:

- Research reputation
- Clinical service
- Education opportunities
- Partnership working with BLT



In advance of the AHSC, we are developing Clinical Academic Units to exploit SMD/BLT synergies. These are already on track for

- Cancer
- Gastroenterology
- Pathology
- Public Health/Primary Care

North-East London-wide academic leadership

The School seeks to provide academic medical and dental leadership across North-East London and beyond. Close relationships have been developed with Homerton, Newham, Whipps Cross, Queen's (Romford) University Hospital Trusts. Dentistry has links further afield in Southend, Essex. Strong working links have been developed with the Primary Care Trusts in North East London.

Our academic setting

We draw strength from being part of Queen Mary, University of London, one of London and the UK's leading research-focused higher education institutions.

- One of the largest of the colleges of the University of London, Queen Mary's 2,800 staff deliver world class degree programmes and research across a wide range of subjects in Humanities, Social Sciences and Laws, in Medicine and Dentistry and in Science and Engineering.

- Queen Mary, as a member of the 1994 Group of research-focused universities, has made a strategic commitment to the highest quality of research, but also to the best possible educational, cultural and social experience for its students. Indeed, we believe that a vibrant research environment means that our students have access to the world's leading experts in their chosen subjects. .
- Queen Mary's distinctiveness also arises from its commitment to an engagement with international excellence in education and research and a twin commitment to bring that engagement to bear on its London and Thames Gateway environment through educational outreach and knowledge transfer projects.
- Queen Mary has been ranked in the top 14 universities in the UK and in the top 100 in the world. We have consistently been in the top group of universities for year on year increases in funding from the Higher Education Funding Council.
- We achieved an outstanding performance in the 2001 Research Assessment Exercise, with 80 per cent of staff in departments assessed as being of international or national excellence, and we look forward to the results of the 2008 RAE to endorse our research standing.
- Our staff members have been honoured by election to Fellowships of the Royal Society, the British Academy, the Academy of Medical Science and the Royal Academy of Engineering.
- "(Queen Mary) has been setting the agenda academically for more than 100 years. Headteachers and academics rate it highly...the modern Queen Mary is a true all-round institution with excellence in medicine and dentistry, science and engineering, and the social sciences and arts." Sunday Times Good University Guide



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