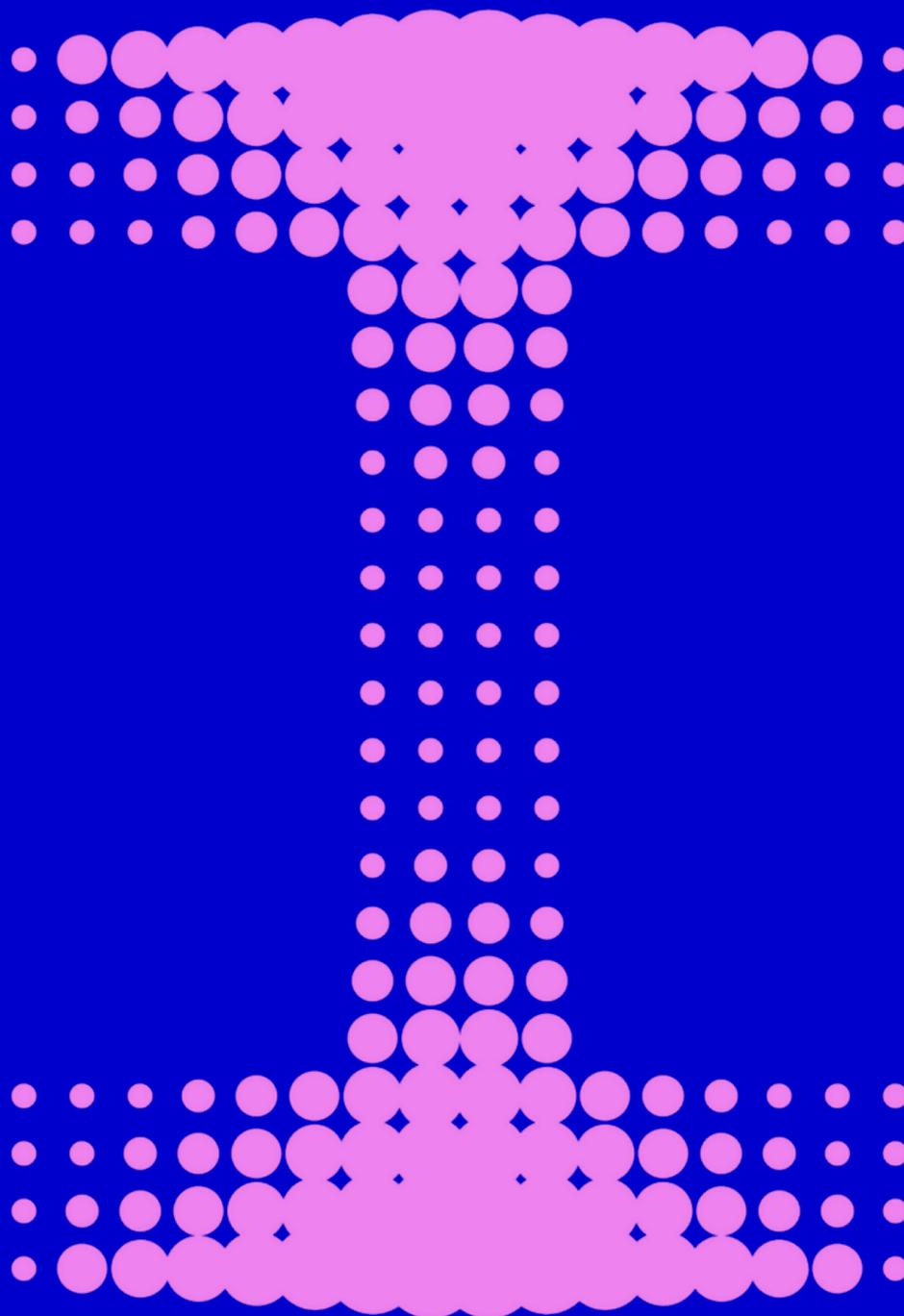
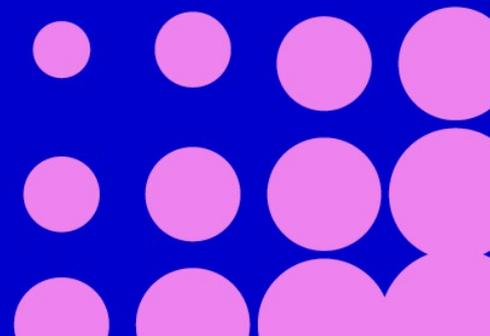


IMPERIAL

National Heart and Lung Institute



NHLI Strategy 2026-2031



NHLI Strategy 2026-2031

At Imperial's National Heart and Lung Institute, we enter the next five years with a strong foundation. Our community has advanced high-quality science, recruited record numbers of postgraduate students, secured major funding from diverse sources, grown philanthropic support and expanded industry partnerships. There is a noticeably stronger sense of community and collective purpose across the department than in previous years.

But **success is not a place to stand still**. In a research landscape that is shifting fast – towards interdisciplinary programmes, larger and more collaborative funding calls, clearer expectations of impact, and an education sector facing financial pressures and changing employer needs – the greatest risk would be complacency. To remain competitive and to lead, we must continue to evolve with purpose, coordination, and clarity.

This strategy is our response. It sets out how we will strengthen discovery, accelerate translation, develop our educational offer, invest in our people and culture, and work more effectively across disciplinary, professional, and organisational boundaries. In doing so, we'll also align NHLI with the Faculty of Medicine's emphasis on impact-driven, interdisciplinary biomedical research, high-quality education, and a collaborative and inclusive environment, and with the College's focus on enabling talent, powering research and amplifying impact through partnership and convergence science.

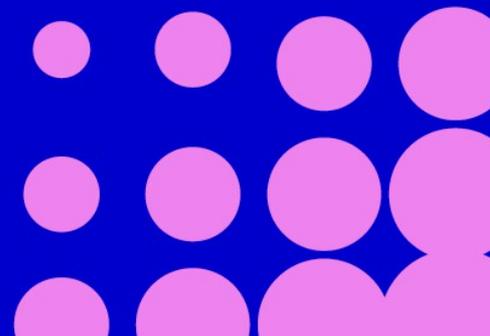
Developing people is central to the department's purpose. Over the next five years, we will invest in developing people at all career stages and strengthen our role in preparing future generations of impactful teams and disruptive leaders in cardiovascular and respiratory biomedicine. This includes supporting staff and students in working effectively across disciplines, contributing to team-based research, and building the skills required for clinical, academic, and industry careers.

Across research, education, people, and culture, this strategy provides a framework for practical delivery. It sets out to support investment priorities, expectations for collaboration, and mechanisms to support staff and students. Our direction is ambitious, collaborative, and forward-looking – shaped by our community and aligned with the wider ambitions of our Faculty and University.

We are moving forward guided by our shared purpose:

NHLI Vision: Harnessing science to improve heart and lung health for all

NHLI Mission: To discover, educate and innovate to improve global heart and lung health



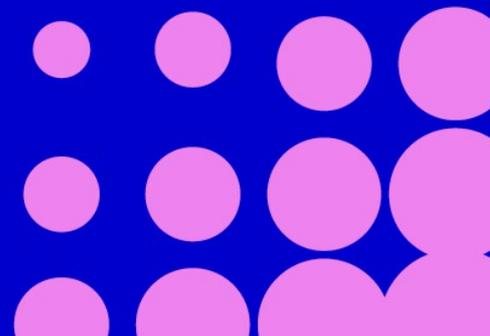
NHLI Research Strategy 2026-2031

We aim to:

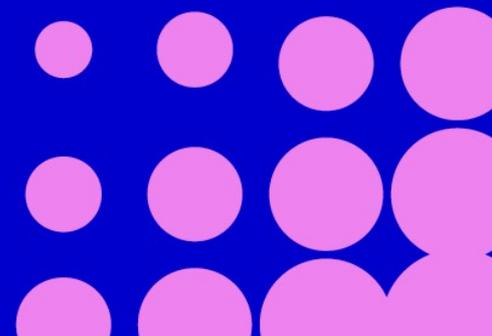
- **Excel in all aspects of the innovation pipeline, from discovery science through to real-world impact**
- **Predict and prevent cardiovascular and respiratory diseases across the life course and improve quality of life for affected individuals**
- **Develop and deliver life-changing interventions for cardiovascular and respiratory disease**

We will do this by:

- Investing in people
 - We will make new academic appointments, including at the early-mid career level, aligned with our research aims.
 - We will support diverse career pathways through fellowships, mentoring, and interdisciplinary doctoral training programmes that reflect the future of health research.
- Updating our Institute structure to promote collaboration and cross-cutting activity focused on our strategic aims
 - We will consolidate our sections and generate cross-cutting research themes aligned with our strategic aims. The purpose of these cross-cutting themes will be to initiate transdisciplinary sandpit events and coordinate pump-priming calls to develop large-scale collaborative projects.
- Driving disruptive scientific discovery through convergence science
 - Our cross-cutting themes will endeavour to break down traditional disciplinary boundaries and foster collaborations across biomedical sciences, engineering, physical sciences, and computational fields, facilitating large programme and centre grant applications.



- Developing and implementing new technologies and digital solutions to drive cutting-edge research and improve patient outcomes
 - We will recruit leading academics to develop and oversee cutting-edge facilities.
 - We will harness advances in AI, imaging, wearable and remote sensors to create real-time, data-driven interventions that are scalable and clinically impactful.
- Harnessing the full potential of patient cohorts from our diverse local communities
 - This will enable equitable research that informs precision medicine and addresses underrepresented populations in health data.
- Translating discoveries into improved patient care
 - Our translational pipeline will be strengthened through strategic alignment with NHS delivery pathways.
- Expanding our partnerships with local NHS Trusts, industry and philanthropists
 - These partnerships will allow us to accelerate and upscale our innovation and impact.
 - We will generate a new professional post within the department to grow and maintain these partnerships.



NHLI Education Strategy 2026-2031

The NHLI will:

Design and deliver inspiring, effective and enjoyable education

We will do this by:

- Developing skills and training experiences that increase the students' employment potential and stimulate responsible engagement with society
- Building learning events, modules, and programmes using structured and consistent standards and learning outcomes to ensure fairness, quality, and uniformity across education programmes, and to provide clear expectations for what learners should know, fostering accountability.
- Ensuring approaches to teaching are pedagogically sound, resource-efficient, and sustainable

Align our education with NHLI research expertise and the needs of employers

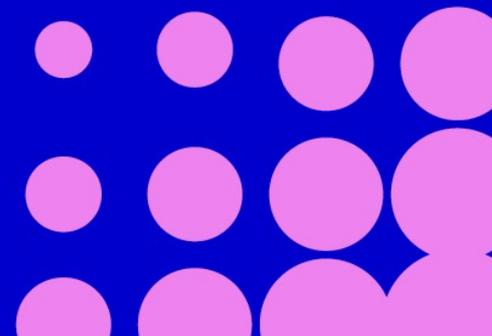
We will do this by:

- Identifying areas of increasing relevance and demand
- Launching new modules and programmes that align with our expertise
- Exploring ways to share our excellence (location, people, subject matter, internationality, interdisciplinarity, collaborations, industry links) with prospective students and employers

Foster and celebrate a culture of collaboration, openness, and shared responsibility in education.

We will do this by:

- Co-creating our education offer with a range of relevant stakeholders, e.g., our education, scientific and clinical experts, external employers, and student representatives.
- Recognising and rewarding engagement with education, and eliminating avoidance culture
- Meaningfully embedding discussion of education into line management, mentorship, ARC and regular meetings



NHLI People and Culture Strategy 2026-2031

The NHLI will:

Strengthen and sustain an inclusive and collegiate culture

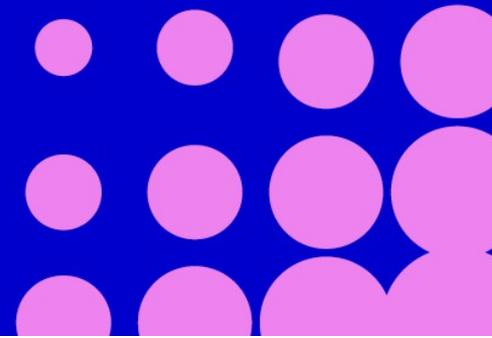
We will do this by:

- Formalising recognition: Launch inclusive NHLI Awards with a broad range of categories
- Establishing nomination systems for internal and external awards and prizes
- Improving and consolidating internal communication systems and digital infrastructure
- Standardising and improving the onboarding experience of new staff
- Promoting better name badges and visual identity tools
- Promoting the establishment of comfortable social spaces on all NHLI campuses

Foster belonging and community across NHLI

We will do this by:

- Hosting cross-campus, cross-job family events (socials, seminars, away days)
- Establishing a cross-campus hot-desk and laptop scheme to support easier cross-campus working and event participation
- Launching new staff 'Get to Know Me' introductions via newsletter, seminars and digital screens
- Reviewing and improving access to coaching and mentorship and support training for mentors across job families
- Establishing networks for specific groups, such as new PIs, clinical female PIs and lab-based PTOs

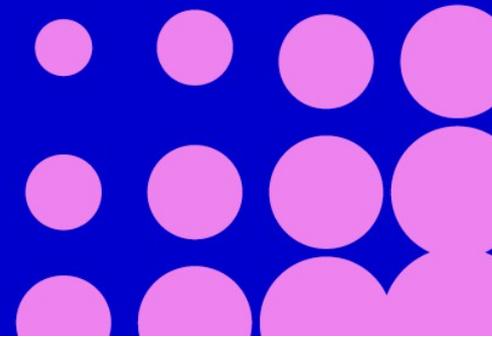


Empower people to succeed.

We will do this by:

- Clarifying career progression and promotion structure across job families through clear documentation, the ARC process and by strengthening the Promotion Champions' network
- Supporting and monitoring training for managers
- Coaching and supporting individuals to develop independent careers and increase awareness of different internal and external employment opportunities through ECR Careers meetings
- Surveying staff to determine what support they need and establishing opportunities to fulfil these requests

This strategy will guide our decisions, investments and collaborations as we work to improve heart and lung health for all.



Acknowledgements

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