



UNIVERSITY OF PUERTO RICO SCHOOL OF MEDICINE

STRATEGIC PLAN

2018 - 2023

Approved by: The Faculty of the UPR School of Medicine: May 15, 2018



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MESSAGE FROM THE DEAN OF MEDICINE

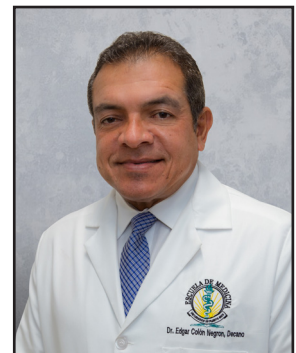
Strategic plans provide direction to an organization for its future journey. For strategic plans to be effective, they should be based on reasoning and judgment of the realities that we face as we move forward.

This strategic plan was presented to all stakeholders and represents the culmination of five years of meetings and evaluation of the new reality of our University.

We have simplified our strategic plan to provide a dynamic one that can adapt to the situations that will guide our Institution into a new era.

My gratitude to all who participated in the development of this strategic plan. Your commitment to our School and expertise in the ever changing learning environment has been extremely important to plan for our new scenario.

I hope this document will aid our Institution as we navigate through the difficult times ahead, considering our economy. I have complete confidence in our capacity to guide our School into an ever brighter future for the benefit of our students, our faculty, all the personnel in our School and in particular the people of Puerto Rico.



Edgar Colón Negrón, MD

VISION

The University of Puerto Rico School of Medicine aspires to:

Excel as the leader in medical and biomedical education, research, and health care services in Puerto Rico.

MISSION

The Mission of the University of Puerto Rico School of Medicine is to:

Educate diverse, competent, and humane physicians and researchers.

Conduct research that positively impacts science and health.

Provide high quality interdisciplinary healthcare and educational services in Puerto Rico.

VALUES

The University of Puerto Rico School of Medicine is committed to:

EXCELLENCE - the essence of the academic life and the bases of our work so that we can be recognized as leaders.

INTEGRITY - in all university processes and activities.

RESPECT - in the search of knowledge, justice, liberty, equality, and dignity.

COMMITMENT - with ethical, humanistic, and professionalism principles.

RESILIENCE - to adapt to unpredictable changing environments.

INNOVATION - in the generation of ideas, in the development of new knowledge, in the search for solutions, and the decision-making process.

ETHICS AND PROFESSIONALISM- characterized by interprofessional collaboration, flexibility, and acceptance for diversity.

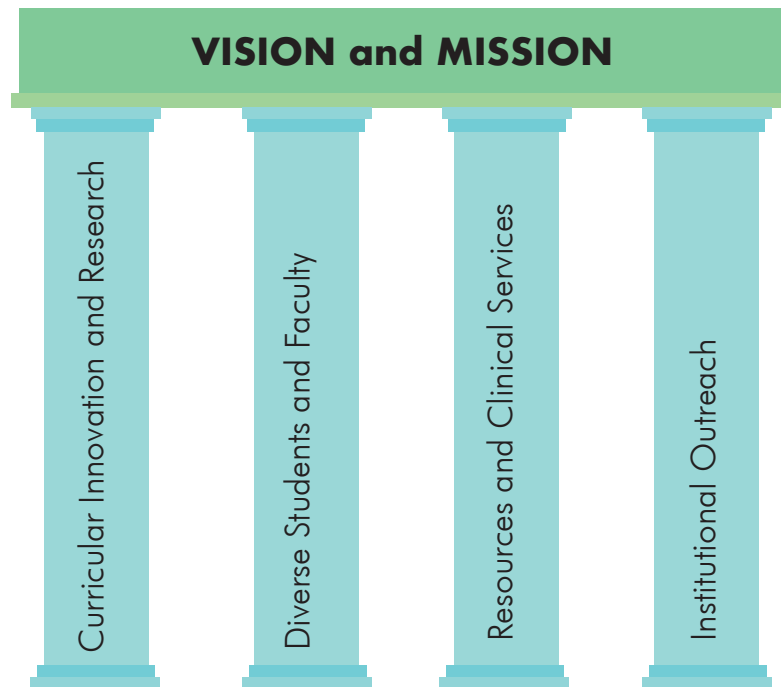
HUMANISM - in the demonstration of sensibility towards the needs of those we serve in the community.

STRATEGIC DOMAINS

The School of Medicine Strategic Plan was developed based on the 4 domains which are essential to carry out the school's mission. The Plan's Goals and Objectives are anchored on these 4 Strategic Domains.

Strategic Domains:

- I. Curricular Innovation and Research
- II. Diverse students and faculty
- III. Resources and Clinical Services
- IV. Institutional Outreach



STRATEGIC GOALS AND OBJECTIVES

I: CURRICULAR INNOVATION AND RESEARCH

STRATEGIC GOAL	STRATEGIC OBJECTIVES	STRATEGIES FOR ACHIEVING OBJECTIVES	RESPONSIBLE PERSON	OUTCOME INDICATORS
Sustain solid and fully accredited educational programs which undergo continuous evaluation and improvement.	Maintain a fully accredited <u>MD Program</u> curriculum that is competency based and efficiently incorporates curricular changes.	Incorporate trends in health care education into the MD Curriculum.	<ul style="list-style-type: none"> - Curriculum Office Director - Curriculum Committee Chair - Evaluation Office Director - Medicine Committee Chairs - Course Directors 	Number of curricular changes implemented yearly that respond to identified trends.
		Improve curricular integration.	<ul style="list-style-type: none"> - Curriculum Office Director - Curriculum Committee Chair - Evaluation Office Director - Medicine Committee Chairs - Course Directors 	Number of integrated (horizontal and/or vertical) academic activities per year.
		Systematically update the Curricular Map.	<ul style="list-style-type: none"> - Curriculum Office Director 	Updated and accessible curricular map.
		Implement an MD-MPH Dual Degree Program with MD Anderson Cancer Center.	<ul style="list-style-type: none"> - Associate Dean for Academic Affairs - Dean of Medicine 	Program created and implemented.
		Maintain the Continuous Assessment Process (CAP).	<ul style="list-style-type: none"> - Accreditation Office Director - CAP Taskforce 	Annual progress report.
	Maintain solid <u>Graduate Biomedical Sciences Programs</u> with emphasis on developing skills that promote responsible and innovative research.	Develop a committee to perform comprehensive curricular evaluations of biomedical programs.	<ul style="list-style-type: none"> - Graduate Programs Committee Chair - Graduate Programs Coordinator 	Establishment of Committee. Defined Curricular Revision Process. Number of curricular meetings and workshops. Number of implemented curricular changes.
		Strengthen bioethics, bioinformatics, and biostatistics education.	<ul style="list-style-type: none"> - Associate Dean for Biomedical Sciences - Dean of Medicine 	Increase number of course sessions accessible for each of the areas. Bioinformatics and Biostatistics use in thesis.
		Develop a Continuous Assessment Program (CAP).	<ul style="list-style-type: none"> - Graduate Programs Committee Chair 	Plan creation. Annual Report.
	Maintain fully accredited <u>Graduate Medical Education Programs</u> with emphasis on quality of patient care and adequate working environment.	Increase resident training in patient safety, quality of care, and patient-centered care.	<ul style="list-style-type: none"> - Associate Dean for Graduate Medical Education - Program Directors 	Number of activities, per program, on patient safety, quality of care and patient-centered care.
		Develop a Graduate Medical Education Program Continuous Assessment Process (GME-CAP).	<ul style="list-style-type: none"> - Associate Dean for Graduate Medical Education - Program Directors - Assessment Committee Chair 	First, pass rate of board per program. Graduation and retention rate per program. Annual Report.
		Implement wellness opportunities for residents.	<ul style="list-style-type: none"> - Program Directors - Associate Dean for Graduate Medical Education 	Inventory of available wellness activities for residents. Number of wellness activities done per year, per Residency Program.

I: CURRICULAR INNOVATION AND RESEARCH (Cont.)

STRATEGIC GOAL	STRATEGIC OBJECTIVES	STRATEGIES FOR ACHIEVING OBJECTIVES	RESPONSIBLE PERSON	OUTCOME INDICATORS
Strengthen Research	Enhance the level of success of the school's investigators.	Award protected time to conduct research based on level of potential for success.	- Department Chairs	Annual report to the Dean of Medicine on correlation between funds and protected time.
		Provide small seed or bridge grants for collaborative pilot projects.	- Associate Dean for Biomedical Sciences - Department Chairs - Dean of Medicine	Number of granted seed moneys.
		Provide venues, such as a webpage development for publication of ongoing research and research interest, and meetings to disseminate scholastic activities to foster new collaborations.	- Department Chairs - IT Director - Associate Dean for Biomedical Sciences - Dean of Medicine	Number of collaborations between Clinical and Basic Sciences faculty. Webpage developed.
Strengthen IT resources and capabilities of the School of Medicine	Develop an IT Governance structure that responds to the needs of the academic, research, and service mission of the School of Medicine.	Establish a IT Governance Committee.	- Dean of Medicine - IT Director	Creation of Committee. Number of meetings. Number of IT Projects.
		Establish and maintain a strong risk management program.	- IT Director	Annual report on internal/external audits.
	Integrate advanced IT technologies to support the School's administrative, academic, and research processes.	Establish a faculty, students, and personnel IT training program.	- Faculty Development Office Coordinator - IT Director	Number of yearly workshops.

II: DIVERSE STUDENTS AND FACULTY

STRATEGIC GOAL	STRATEGIC OBJECTIVES	STRATEGIES FOR ACHIEVING OBJECTIVES	RESPONSIBLE PERSON	OUTCOME INDICATORS
Secure a diverse highly-qualified student body.	Recruit and retain high quality and diverse students at the MD program.	Increase the number of pipeline activities.	- Council of Diversity and Inclusion Chief Officer - Hispanic Center of Excellence Director	Percent of students in each of the diversity categories as defined by the SOM. Number of Pipeline activities.
	Establish a mechanism to measure diversity in biomedical sciences students and residents/fellows.	Establish a diversity data-base for graduate students and residents/fellows.	- Council of Diversity and Inclusion Chief Officer	Diversity profile in biomedical sciences and residents/fellows.
Promote a student-centered learning environment that fosters and enhances student wellbeing while promoting and facilitating academic achievement.	Enhance counseling services to facilitate early detection and intervention of students at risk of academic failure.	Enhance the academic counseling program and increase required and elective activities for the 4 years of Medicine.	- Associate Dean for Student Affairs - Associate Dean for Academic Affairs	Number of activities per academic year, per level of training.
		Expand the Mentoring Program to begin in Year I.	- Associate Dean for Student Affairs	Tutoring offered for each required course.
		Reinforce tutoring services.	- Associate Dean for Student Affairs - Associate Dean for Academic Affairs - Course/Clerkship Directors	AAMC Annual GQ (satisfaction).
	Develop a scholarship fund program to attend to students' needs.	Create a scholarship account.	- Associate Dean for Student Affairs - Associate Dean for Administrative Affairs	Number of applications. Number of students who receive scholarship funds.
		Define a process for application and award.	- Development Office Director - Dean of Medicine	
	Assess student services' satisfaction.	Discuss findings of student satisfaction surveys at each program's curriculum committee.	- Associate Dean for Student Affairs - Associate Dean for Biomedical Sciences - Associate Dean for Academic Affairs	AAMC Annual GQ (satisfaction). Biomedical sciences students' satisfaction survey. Number of remediation actions.
		Use of results for decision making processes and remedial actions.		

II: DIVERSE STUDENTS AND FACULTY (Cont.)

STRATEGIC GOAL	STRATEGIC OBJECTIVES	STRATEGIES FOR ACHIEVING OBJECTIVES	RESPONSIBLE PERSON	OUTCOME INDICATORS
Secure a diverse highly-qualified faculty.	Implement the <i>UPR SOM Recruitment Plan</i> to assure it reflects the school's needs and meets accreditation standards.	Utilize the recruitment plans documents by department chairs.	- Department Chairs - Associate Dean of Administrative Affairs - IT Director	Number of recruited faculty. Number of Published positions.
	Maintain a competitive work environment with comparable institutions, in terms of attractive salary, research support and benefit packages.	Publish all open positions.		
	Maintain a competitive work environment with comparable institutions, in terms of attractive salary, research support and benefit packages.	Advocate initiatives to protect salary incentives and benefit package.	- Dean of Medicine - Associate Dean of Administrative Affairs - Department Chairs	Faculty Satisfaction (annual survey). Number of initiatives to protect salary incentives and benefit packages.
	Maintain SOM faculty participation in the decision-making process of the MSC and UPR.	Faculty participation in Academic forums.	- Dean of Medicine - Department Chairs - Faculty of Medicine	Number of faculty in key decision-making committees. Faculty Satisfaction (Annual Survey).
	Develop an Office of Faculty Affairs.	Establish the infrastructure for the office of faculty affairs.	- Committee on Faculty Affairs (CAFAC) Chair. - Associate Dean for Administrative Affairs	Faculty affairs organization chart and implementation date. Faculty Satisfaction (Annual Survey).
				Establish a Faculty Mentoring Program.
Maintain an up-to-date database on faculty-total, ranks, appointment type, financing source, number of faculty that retires new recruitments, and the status of faculty development plan.				Annual faculty profile using the database system.

III: RESOURCES AND CLINICAL SERVICES

STRATEGIC GOAL	STRATEGIC OBJECTIVES	STRATEGIES FOR ACHIEVING OBJECTIVES	RESPONSIBLE PERSON	OUTCOME INDICATORS	
Secure the school's resources and clinical services.	Procure the school's financial stability within a changing environment.	Participate in initiatives towards adequate distribution of indirect costs.	- Associate Dean for Administrative Affairs - Associate Dean for Biomedical Sciences - Dean of Medicine	Number and inventory of initiatives.	
		Expand non-traditional venues of income such as graduate medical education payments (GME), donations, philanthropy, and development projects.	- Associate Dean for Administrative Affairs - Office of Development Director - Dean of Medicine	Annual LCME financial report.	
		Improve revenue of the Faculty Practice Plan.	- FPP Administrative Director - Associate Dean for Administrative Affairs - Dean of Medicine	Annual LCME financial report.	
		Monitor the use of School's resources (Physical, Human, and Financial).	- Associate Dean for Administrative Affairs - Dean of Medicine	LCME Part Two Annual Questionnaire.	
	Expand the offering of quality services.	Expand the clinical services of the FPP.	Expand the clinical services of the FPP.	- FPP Administrative Director - Associate Dean for Administrative Affairs - Dean of Medicine	Number of new services and service sites.
			Implement a telehealth program.	- Associate Dean for Administrative Affairs - Dean of Medicine	Telehealth Program Implemented.
			Develop a mechanism to provide and charge for professional consulting services.	- Associate Dean for Administrative Affairs - Dean of Medicine	Mechanism implemented.
			Develop a mechanism to provide and charge for online academic offerings.	- Associate Dean for Administrative Affairs - Dean of Medicine	Mechanism implemented.

IV: INSTITUTIONAL OUTREACH

STRATEGIC GOAL	STRATEGIC OBJECTIVES	STRATEGIES FOR ACHIEVING OBJECTIVES	RESPONSIBLE PERSON	OUTCOME INDICATORS
Strengthen the leadership of the school in education, research, and service in.	Develop a marketing plan for the School of Medicine.	Carry out a needs assessment to identify possible target areas for the marketing plan.	- Dean of Medicine - Associate Dean for Administrative Affairs - Development Office Director - IT Director	Marketing Plan written, approved, and implemented.
		Develop and Implement a marketing plan.		
	Improve communication ties with the academic and general community.	Create a communication plan.	- Development Office Director - Dean of Medicine	Communication Plan established.
		Optimize the school's website.	- IT Director - Development Office Director - Department Chairs - Associate Deans	Number of hits and links to our website.
		Develop partnerships with the UPR-RP School of Communications to work with the marketing plan and the outreach through different venues (social media, press, etc.).	- Development Office Director - Dean of Medicine	Partnership established. Evidence of UPR RP School of Communication involvement in marketing the school.
	Establish a community outreach program.	Establish a Communication and Outreach Committee.	- Dean of Medicine - Development Office Director	Communication and Outreach Committee established. Communication and Outreach Committee Rules and Regulations approved by the Committee on Administration.
		Create partnership with local news, radio stations and professional and community organizations.	- Communication and Outreach Committee Chair - Development Office Director	Number of publications. Number of hits and links on the internet provided by the Press office. Number of communities impacted.
		Publish a calendar with disease specific weeks/months and prevention content at the school's website.	- Communication and Outreach Committee Chair - Department Chairs - Section Chiefs - IT Director	Published calendar. Number of hits.
	Exceed as leaders in key committees/meetings.	Active participation on regency boards.	- Dean of Medicine - Associate Deans - Department Chairs - Faculty	Number of faculty/administrators participating annually as members of regency boards.
		Active participation on professional organizations (e.g. AAMC, LCME, ASPET, NSF).	- Dean of Medicine - Associate Dean for Administrative Affairs - Department Chairs - Faculty	Number of faculty/administrators participating annually at professional organizations. Number of faculty/administrators as members of the board of professional organizations.

EVALUATION PLAN

The evaluation of the Strategic Plan will be the responsibility of the Strategic Planning Committee of the School of Medicine. The evaluation will follow the *PDSA Model* (derived from Edward Deming's PDSA cycle). The process is as follows:

- **PLAN** - The Strategic Planning Committee will request an operational plan, from the responsible individuals, for each of the Strategic Plan's Objectives. This operational plan will contain specificity and timeline for each of the strategies suggested to achieve the objectives and will be discussed with the Strategic Planning Committee.
- **DO** - The responsible individuals will implement the operational plan for each objective.
- **STUDY** - The Strategic Planning Committee will assess compliance with outcome indicators by the delineated timeline, and define if the objective was met.
- **ACT** - If the objective was partially or not met, the Strategic Planning Committee will decide on new strategies that should result in the objective being met and will re-start the PDSA cycle.

The Strategic Planning Committee will modify the Strategies suggested to meet the outcome indicators at any time during the 5 years of the strategic plan. If deemed necessary, outcome indicators may also change to be more reliable in demonstrating that the plan's objectives are being met.

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STRATEGIC PLAN **2018 - 2023**