



**University of Puerto Rico
School of Medicine**

**Strategic Planning
2024-2029**

**Approved by: Committee of Administration of the School of
Medicine: December 6, 2023**

**Approved by: The faculty of the School of Medicine: December 12,
2023**



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MESSAGE FROM THE INTERIM DEAN OF MEDICINE

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The University of Puerto Rico School of Medicine proudly presents its Strategic Plan 2024-2029, meticulously crafted to steer its mission with excellence. This inclusive plan engaged faculty, staff, students, and stakeholders, emphasizing the institution's commitment to educating diverse, competent healthcare professionals and advancing impactful research and healthcare services, particularly for underserved communities.

At its core, the plan underscores the institution's dedication to fostering empathy, cultural competency, and groundbreaking research among future healthcare professionals and scientists. With a focus on delivering high-quality healthcare services and advocating for all sectors of society, the University of Puerto Rico School of Medicine aims to extend its expertise beyond academia, contributing significantly to public health and the broader community's well-being. The school recognizes the importance of strategic planning and continuous quality improvement processes in navigating the complexities of contemporary academia and healthcare.

As the University of Puerto Rico School of Medicine embarks on the journey outlined in the Strategic Plan 2024-2029, it does so with the confidence that the inclusive, participative, and evaluative processes employed during its development have laid a robust foundation for sustained success and impactful contributions to medical education, research, community engagement, and healthcare delivery.



EXECUTIVE SUMMARY AND PLANNING PROCESS

In January 2023, the University of Puerto Rico (UPR) School of Medicine embarked on a journey to develop a five-year strategic plan encompassing years 2024 through 2029. The plan was the result of the work done by the Strategic Planning Committee (SPC) of the UPR-SOM. The SPC is constituted by nineteen (19) members, include the dean who serves as the Chair but may delegate this position to a senior faculty member which was done for the development of this plan, the associate deans, two (2) chairs from the basic science departments selected by the Dean, four (4) chairs of the clinical sciences departments selected by the dean, one (1) representative from the Curriculum Committee selected by the associate dean for academic affairs, the director of the Informatics and Technology Center, the director of the Curriculum Office, a representative from the Development Office, the chair of the Institutional Assessment Committee of the School of Medicine, the executive director of the School of Medicine Faculty Practice Plan all with a right to vote. Permanent invited guests include a student representative from each year of the MD program selected within the student body, a resident selected amongst themselves, and a doctoral student representative from the Graduate Program in Biomedical Sciences selected amongst themselves.

The plan was developed during the 2022-2023 academic year by the SPC and the department chairs. The Strategic Plan was developed using what has been called by Michael Wilkinson, Director of Leadership Strategies, Inc., “The Drivers Model”. In this model strategic planning revolves around four (4) major steps:

- Step 1: Where are we? An assessment of the external and internal environment using a S.W.O.T. analysis (Strengths, Weaknesses, Opportunities and Threats).
- Step 2: Where do we want to go? Resulting in the new Mission, Vision, Strategic Areas and Goals.
- Step 3: How are we going to get there? Resulting in the development of objectives and activities.
- Step 4: How do we follow up on the progress of the Plan? A monitored operational plan of the implemented strategies.

To carry out this work, there were 8, three-hour long, on-site, formal meetings for a total of 24 contact hours. The activities included the analysis of the S.W.O.T. results performed in the 2021 and updated in the 2023. The revision of the school’s Strategic Plan culminated with a Strategic Planning Workshop, which was celebrated with the attendance of over 46 members of the academic community that included faculty, students, residents, administrators, and non-teaching staff. A total of 50 hours were invested in all the activities leading to the development of the 2024-2029 Strategic Plan.



The final strategic plan, which was aligned with the strategic goals of the University of Puerto Rico and Medical Sciences Campus, was approved by the SPC and then submitted to the Dean of Medicine for approval by the Committee on Administration (COA). Following approval by the COA, the plan was submitted to the faculty for its final approval in December 2023.

We identified four strategic areas that will meet the school's mission:

- *Academic & Research Innovation and Success*
- *Student, Resident, Faculty, and Staff Support*
- *Operational Resources and Sustainability*
- *Institutional Services and Outreach*



VISION

- As the School of Medicine of the University of Puerto Rico we aspire:
 - To improve the quality of life in Puerto Rico and the global community through excellence, leadership and innovation in medical and biomedical education and research in a collaborative, diverse, equitable and inclusive learning environment.



MISSION

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

- Educate diverse, competent, and humane physicians, researchers, and biomedical scientists.
- Conduct research that positively impacts education, science, and health.
- Deliver integrated high quality interdisciplinary healthcare services, including underserved population and patients with complex care needs.
- Provide expert consultation, community services and advocacy efforts for all sectors of the society.



VALUES OF THE UPR SCHOOL OF MEDICINE

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

- **EXCELLENCE:** The consistent pursuit of the highest quality performance in all academic endeavors.
- **INTEGRITY:** Commitment to honesty and ethical conduct in all processes and activities of the school of medicine.
- **RESPECT:** Achieving social interaction through the recognition and embracement of diversity and the rights, needs, and views of others.
- **PROFESSIONALISM:** The practice of competencies and behaviors governed by established standards in the performance of duties for the benefit of the individual and community being served.
- **RESILIENCE:** Ability to adapt and persist within challenging and uncertain situations and scenarios.
- **INNOVATION:** Increasing knowledge and transforming existing processes and models to better service changing needs and expectations.
- **SOCIAL RESPONSIBILITY:** The obligation to direct our educational, research and service activities towards addressing the health and social needs of our community following humanistic, diverse, equitable and inclusive principles.



STRATEGIC GOALS AND OBJECTIVES

*The Strategies for Achieving Objectives, Responsible Individuals, and Outcome Indicators are subject to evaluation and revision by the Strategic Planning Committee. These will respond to the findings of the continuous assessment performed by the SPC throughout the duration of the Plan.

I. Academic & Research Innovation and Success

STRATEGIC GOAL	STRATEGIC OBJECTIVES	*STRATEGIES FOR ACHIEVING OBJECTIVES	*RESPONSIBLE INDIVIDUALS	*OUTCOME INDICATORS
Sustain fully accredited educational programs that undergo continuous evaluation and improvement.	Maintain a fully accredited <u>MD Program</u> that is competency-based and efficiently incorporates 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.
		Enhance faculty knowledge and skills in curricular revision, management, and program evaluation.	<ul style="list-style-type: none"> • Curriculum Office Director • Faculty Development Program Coordinator • Associate Dean for Academic Affairs 	Number of workshops and courses offered per year. Number of participating faculty. Number of certificates of evidence of completing



				workshops or courses per year.
		Improve the process for systemic updating of curricular maps.	<ul style="list-style-type: none"> Curriculum Office Director 	Updated and accessible curricular map.
		Enhance curricular and student databases to facilitate curricular, programmatic, and program evaluations.	<ul style="list-style-type: none"> Curriculum Office Director Curriculum Committee Chair Evaluation Office Director Associate Dean for Academic Affairs 	<p>Updated databases availability.</p> <p>Annual reports of curricular changes based on programmatic assessment and program evaluation processes.</p>
		Improve curricular integration of the preclinical years.	<ul style="list-style-type: none"> Curriculum Office Director Curriculum Committee Chair Medicine Committee Chairs Course Directors 	<p>Number of clinical correlations per academic year.</p> <p>Written comprehensive proposal and working plan for the major curricular changes of the MD program.</p>
		Maintain the Continuous Assessment Process (CAP).	<ul style="list-style-type: none"> Accreditation Office Director CAP Taskforce 	Annual progress report.
	Maintain strong, accessible, and competitive <u>MS and PhD Programs</u> , focused on deepening knowledge and	Improve compliance with time-to-degree expectations for MS and PhD students	<ul style="list-style-type: none"> Program Directors and Coordinators Biomedical Department Chairs Associate Dean for 	Graduation rates for minimum and maximum times for degree completion.



	developing research skills in the Biomedical Sciences.		Biomedical Sciences	
		Secure source of income that will directly support the graduate programs.	<ul style="list-style-type: none"> • Course Coordinators • Associate Dean for Biomedical Sciences • Biomedical Department Chairs 	<p>Number of approved certificate programs in Biomedical Sciences</p> <p>Number of students who enroll and complete the certificate programs in Biomedical Sciences</p> <p>Amount of revenues generated per year</p>
		Improve the systematic assessment processes of the biomedical academic programs.	<ul style="list-style-type: none"> • Curriculum Committees Chair • Assessment Committee Chair • Associate Dean for Biomedical Sciences 	Annual reports
		Promote the responsible and professional behavior of biomedical	<ul style="list-style-type: none"> • Associate Dean for Biomedical Sciences 	Approval and implementation of a professional behavior policy



	students and faculty.	<ul style="list-style-type: none"> • Biomedical Department Chairs • Program Directors and Coordinators 	for biomedical students. Number of Biomedical Sciences faculty participating in workshops and courses about bioethics and responsible conduct in research per year.
	Maintain the Continuous Assessment Process (CAP).	<ul style="list-style-type: none"> • Curriculum Committees Chair • Assessment Committee Chair • Biomedical Department Chairs • Associate Dean for Biomedical Sciences 	Annual Curriculum Workshop reports Minutes of Graduate Studies, Curriculum, and Assessment Committees
Maintain fully accredited <u>Graduate Medical Education</u> Programs with emphasis on quality of patient care and adequate working environment.	Improve 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.
	Maintain the Graduate Medical Education Program Continuous Assessment Process (GME-CAP).	<ul style="list-style-type: none"> • Associate Dean for Graduate Medical Education • Program Directors 	First, pass rate of board per program. Graduation and retention rate per program.



			<ul style="list-style-type: none"> • Assessment Committee Chair 	Annual Report.
		Maintain the continuous accreditation status of the programs efficiently addressing ACGME citations.	<ul style="list-style-type: none"> • Associate Dean for Graduate Medical Education • Program Directors 	Annually ACGME Accreditation Letters of the programs.
Strengthen Research	Enhance the level of success of the school's investigators.	Increase collaboration with the MSC Deanships of Research and Administration.	<ul style="list-style-type: none"> • Dean of Medicine 	Establishment of an "Advisory Committee for Research at the School of Medicine" that serve as a liaison with the MSC Deanships of Research and Administration.
		Foster collaborations amongst the school's investigators.	<ul style="list-style-type: none"> • Dean of Medicine • IT Director 	<p>Creation of a repository website about research projects conducted by the faculty.</p> <p>Number of activities that foster new collaborations, particularly amongst basic and clinical faculty.</p>
		Increase pilot and seed money for research projects.	<ul style="list-style-type: none"> • Dean of Medicine • Associate Dean for Administrative Affairs • Associate Dean for Biomedical Sciences 	Number of new pilot or demonstration research projects.



	Improve communication and collaboration with the Medical Sciences Campus Dean of Research.	Appoint a basic science and a clinical science, research liaison which will represent the Dean of Medicine in communications and collaborations with the MSC Deanship of Research.	<ul style="list-style-type: none"> • Dean of Medicine • Associate Dean for Biomedical Sciences • Associate Dean for Academic Affairs 	Yearly appointments.
	Improve research opportunities at the Medical Sciences Campus for medical students.	Create a centrally-monitored online database of available research opportunities for medical students.	<ul style="list-style-type: none"> • Associate Dean for Academic Affairs • IT Director 	Updated and available database.
		Create a centralized online database of the research activities conducted by the school's medical students.	<ul style="list-style-type: none"> • Associate Dean for Academic Affairs • IT Director 	Updated and available database.
		Increase the number of research projects available to students during their clinical years.	<ul style="list-style-type: none"> • Associate Dean for Academic Affairs • Department Chairs • Section Chiefs 	Increased satisfaction with research opportunities for students in the clinical years.
		Strengthen students' exposition to research projects regarding determinants of health.	<ul style="list-style-type: none"> • Associate Dean for Academic Affairs • Associate Director of the Hispanic Center of Excellence 	<p>Development of a plan to perform short projects about determinants of health by medical students.</p> <p>Number of collaborations with faculty of the Public Health School to facilitate the</p>



				development of the projects.
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II. Student, Resident, Faculty and Staff Support

STRATEGIC GOAL	STRATEGIC OBJECTIVES	*STRATEGIES FOR ACHIEVING OBJECTIVES	*RESPONSIBLE PERSON	*OUTCOME INDICATORS
Promote a diverse and student-centered learning environment that fosters and enhances students' well-being while promoting and facilitating student achievements.	Enhance students' diversity to decrease health inequities.	Cultivate future generations of health professionals from diverse backgrounds and life experiences.	<ul style="list-style-type: none"> Council of Diversity and Inclusion Chief Officer Hispanic Center of Excellence Director 	<p>Number of students admitted according of the Diversity and Inclusion Policy of the UPR School of Medicine.</p> <p>Number of pipelines activities</p> <p>Number of recruitment and retention activities for students, according to the Diversity and Inclusion Policy of the UPR School of Medicine.</p> <p>Diversity profile of MD students, and Biomedical Sciences Students according of the diversity categories defined by the Diversity and</p>



				Inclusion Policy of the UPR School of Medicine.
Enhance students counseling services to facilitate early detection and intervention of students at risk of academic failure.	Enhance academic and personal counseling programs.	the and	<ul style="list-style-type: none"> • Associate Dean for Student Affairs • Academic Counselors • Associate Dean for Academic Affairs • Associate Dean for Biomedical Sciences • Evaluation Office Director 	<p>AAMC GQ (Satisfaction)</p> <p>Institutional-Developed Survey (Satisfaction)</p>
	Increase scholarship opportunities.		<ul style="list-style-type: none"> • Associate Dean for Student Affairs • Associate Dean for Administrative Affairs • Associate Dean for Biomedical Sciences • Development Office Director • Department Chairs • Section Chiefs. 	Number of students receiving scholarships
	Enhance the financial and debt management counseling for medical students.		<ul style="list-style-type: none"> • Associate Dean for Student Affairs • Associate Dean for Academic Affairs • Evaluation Office Director 	<p>Institutional-Developed Survey (Satisfaction)</p> <p>AAMC GQ (Satisfaction)</p>



			<ul style="list-style-type: none"> • Dean of Students MSC • Financial Aid Office Director MSC 	
		Reinforce tutoring services for medical students.	<ul style="list-style-type: none"> • Associate Dean for Student Affairs • Academic Counselor • Associate Dean for Academic Affairs • Course/Clerkship Directors • Associate Dean for Biomedical Sciences 	<p>Number of students receiving tutoring services per year on the MD Program and Biomedical Sciences Programs</p> <p>AAMC GQ (Satisfaction)</p>
		Reinforce mentoring services for medical students.	<ul style="list-style-type: none"> • Associate Dean for Student Affairs • Associate Dean for Academic Affairs 	<p>Number of students receiving mentoring on the MD Program</p> <p>AAMC GQ (Satisfaction)</p>
		Reinforce career planning services.	<ul style="list-style-type: none"> • Associate Dean for Student Affairs • Associate Dean for Academic Affairs • Associate Dean for Biomedical Sciences 	<p>Number of activities per academic year, per level of training.</p> <p>AAMC GQ (Satisfaction)</p>
Promote a learning environment that fosters and enhances resident's well-being while	Enhance residents' diversity to decrease health inequities.	Cultivate future generations of health professionals from diverse backgrounds and life experiences.	<ul style="list-style-type: none"> • Associate Dean for Graduate Medical Education • Program Directors 	Diversity profile of the residents according of the diversity categories defined by the UPR School of



<p>promoting and facilitating their success.</p>				Medicine Diversity Policy.
	<p>Enhance personal counseling services to assure resident's well-being and their ability to provide optimal patient care.</p>	<p>Enhance the personal counseling resources for the residents.</p>	<ul style="list-style-type: none"> • Associate Dean for Graduate Medical Education • Program Directors • Evaluation Office Director 	<p>Number of residents that received personal counseling.</p> <p>Institutional-Developed Satisfaction Survey</p>
		<p>Provide a learning and working environment that generates residents' well-being.</p>	<ul style="list-style-type: none"> • Associate Dean for Graduate Medical Education • Program Directors 	<p>Number of Wellness Activities</p> <p>Number of Group Dynamics</p> <p>Institutional-Developed Survey (Satisfaction)</p>
<p>Maintain a diverse, safe, healthy, supportive, and competitive working environment for the faculty that enhances their well-being and success.</p>	<p>Enhance faculty diversity to support student success.</p>	<p>Improve the inclusion of the diversity policy in hiring processes.</p>	<ul style="list-style-type: none"> • Associate Dean for Faculty Affairs • Dean of Medicine • Department Chairs • Section Chiefs 	Profile of recruited faculty
		<p>Maintain a centralized database of faculty within the diversity categories.</p>	<ul style="list-style-type: none"> • Associate Dean for Faculty Affairs 	Updated database



	Maintain a competitive work environment with comparable institutions.	Enhance the faculty recruitment and retention processes.	<ul style="list-style-type: none"> • Council of Diversity and Inclusion Chief Officer • Associate Dean for Faculty Affairs • Dean of Medicine • Department Chairs 	<p>Yearly recruitment plans per department.</p> <p>Number of jobs offers published</p>
	Promote a working environment that generates faculty well-being.	Provide wellness activities to faculty.	<ul style="list-style-type: none"> • Associate Dean for Faculty Affairs • Evaluation Office Director 	<p>Number of activities.</p> <p>Institutional-Developed Survey (Satisfaction)</p>
	Operationalize the Deanship for Faculty Affairs.	Implement the Deanship for Faculty Affairs.	<ul style="list-style-type: none"> • Dean of Medicine • Associate Dean for Faculty Affairs 	Evaluation report on the performance of Associate Deanship for Faculty Affairs
	Support faculty professional development and the tenure processes.	Enhance the faculty development program.	<ul style="list-style-type: none"> • Faculty Development Program Director • Faculty Development Program Coordinator • Associate Dean for Academic Affairs • Associate Dean for Faculty Affairs 	<p>Number of activities offered per year.</p> <p>Number of participating faculty.</p> <p>Number of certificates of evidence of completing workshops or courses per year.</p>
		Assess the faculty needs for faculty development and tenure.	<ul style="list-style-type: none"> • Associate Dean for Faculty Affairs • Dean of Medicine • Department Chairs 	Institutional-Developed Survey



		Develop a mentorship program for newly recruited faculty.	<ul style="list-style-type: none"> Associate Dean for Faculty Affairs 	Mentorship Program Implementation
Maintain a safe, healthy, and competitive working environment for the non-faculty staff that enhances their well-being and success.	Support the non-faculty staff professional development and well-being.	Develop a continuous training process.	<ul style="list-style-type: none"> Associate Dean for Administrative Affairs 	Number of training activities. Institutional-Developed Survey (Satisfaction)
		Develop wellness activities.	<ul style="list-style-type: none"> Associate Dean for Administrative Affairs 	Number of wellness activities. Institutional-Developed Survey (Satisfaction)

III. Operational Resources and Sustainability

STRATEGIC GOAL	STRATEGIC OBJECTIVES	*STRATEGIES FOR ACHIEVING OBJECTIVES	*RESPONSIBLE PERSON	*OUTCOME INDICATORS
Strengthen administrative, informatics, and technology resources.	Maximize the effective use of available administrative personnel, procedures, and resources.	Maintain a centralized repository of the administrative personnel.	<ul style="list-style-type: none"> Associate Dean for Administrative Affairs 	Development of the centralized repository.
		Increase the use of online and systematized resources.	<ul style="list-style-type: none"> Dean of Medicine Associate Dean for Administrative Affairs IT Director 	Number of online procedures.
	Foster a culture of transparency and ease of access to	Enhance communication	<ul style="list-style-type: none"> Dean of Medicine IT Director 	Institutional-Developed



	information and technology.	with the academic community.		Survey (Satisfaction)
		Improve the use of technology.	<ul style="list-style-type: none"> • Dean of Medicine • Dean for Academic Affairs • IT Director 	Institutional-Developed Survey (Satisfaction)
Strengthen the physical infrastructure of key areas within the School of Medicine.	Update physical infrastructure of the School of Medicine's main building.	Advocate for resources for the maintenance of physical areas of the main building, air conditioning system and surrounding areas.	<ul style="list-style-type: none"> • Dean of Medicine • Associate Dean for Administrative Affairs 	Number of Communications Number of Meetings Institutional-Developed Survey (Satisfaction)
Strengthen the procedures and efforts for the operational sustainability.	Improve revenue of the Faculty Practice Plan.	Increase advocacy efforts for operational sustainability.	<ul style="list-style-type: none"> • Dean of Medicine • Associate Dean for Administrative Affairs • Faculty Practice Plan Director 	Annual reports of advocacy efforts for operational sustainability. Number of new services and service sites. Annual Financial Reports of FFP.
	Develop operational plans to increase funds.	Create a plan to increase recurring funds.	<ul style="list-style-type: none"> • Dean of Medicine • Associate Dean for Administrative Affairs • Faculty Practice Plan Executive Director. 	Implementation of the plan. Annual Financial Reports by the Dean.
		Create strategies to increase non-recurring funds.	<ul style="list-style-type: none"> • Dean of Medicine • Associate Dean for Administrative Affairs 	Annual Financial Reports by the Dean.



			<ul style="list-style-type: none"> Faculty Practice Plan Executive Director. 	
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IV. Institutional Services and Outreach

STRATEGIC GOAL	STRATEGIC OBJECTIVES	*STRATEGIES FOR ACHIEVING OBJECTIVES	*RESPONSIBLE PERSON	*OUTCOME INDICATORS
Secure the school's resources and clinical services.	Improve and expand the offering of quality services.	Expand the clinical services of the FPP.	<ul style="list-style-type: none"> FPP Administrative Director Associate Dean for Administrative Affairs Dean of Medicine 	Number of new services and service sites.
		Develop a mechanism to provide and charge for professional consulting services.	<ul style="list-style-type: none"> Associate Dean for Administrative Affairs Dean of Medicine 	Mechanism implemented.
		Establish and promote the Metro and Northeast Academic Health Center.	<ul style="list-style-type: none"> Associate Dean for Administrative Affairs Dean of Medicine 	Establishment of the Metro and Northeast Academic Health Center.
		Promote a safety and quality improvement (QI) culture in the delivery of clinical services.	<ul style="list-style-type: none"> Associate Dean for Faculty Affairs Dean of Medicine Faculty Development Program Director Faculty Development Program Coordinator 	Number of patient safety and QI workshops offered to faculty. Number of participating faculty. Number of certificates of evidence of



				completing workshops or courses per year.
Strengthen the leadership of the school in education, research, and service.	Improve communication ties with the academic and general community.	Optimize the school's deanships, departments, units, and programs websites.	<ul style="list-style-type: none"> • IT Director • Development Office Director 	Annual reports and evaluation of updated information.
		Optimize communication with clinical affiliates.	<ul style="list-style-type: none"> • Associate Dean for Clinical Affairs • Dean of Medicine 	Establishment of administrative algorithms for effective interventions and flow of information. Documentation of meetings with stakeholders.
	Exceed as leaders in key local and national committees/meeting .	Increase participation on in different national committee boards.	<ul style="list-style-type: none"> • Dean of Medicine • Associate Deans • Department Chairs • Faculty 	Number of faculty/ administrators participating annually as members of regency boards.
		Increase participation in professional organizations (e.g. AAMC, LCME, ASPET, NSF).	<ul style="list-style-type: none"> • Department Chairs • Section Chiefs • Program Directors • Assoc Dean of Administrative Affairs • Assoc Dean for Faculty Affairs 	Number of faculty/ administrators participating annually at professional organizations. Number of faculty/ administrators as members



			<ul style="list-style-type: none"> • Dean of Medicine 	of the board of professional organizations.
Broaden the institution's reach and impact.	Develop and implement outreach programs and/or projects targeting underserved communities.	<ul style="list-style-type: none"> • Dean of Medicine • Department Chairs • Development Office Director 		Number of implement outreach programs and/or projects targeting underserved communities.
	Establish partnerships with local organizations.	<ul style="list-style-type: none"> • Dean of Medicine • Department Chairs • Development Office Director 		Number of Partnerships.
	Sustain advocacy efforts to improve health related issues affecting the community.	<ul style="list-style-type: none"> • Dean of Medicine • Department Chairs • Development Office Director 		Number of activities and/or advocacy efforts Number of participating faculty, residents and/or students
	Promote participation in interdisciplinary projects and/or activities.	<ul style="list-style-type: none"> • Dean of Medicine • Department Chairs • Development Office Director 		Establishment of a committee Approval of a written plan
	Develop educational efforts about preventative care in Puerto Rico.	<ul style="list-style-type: none"> • Dean of Medicine • Department Chairs • Development Office Director 		Number of campaigns, news publications and/or educational materials Number of hits and links in social media Number of activities



EVALUATION AND OPERATIONAL PLAN

The Evaluation Process and Operational Plan of the School of Medicine Strategic Plan will follow the concepts and process outlined in the Strategic Planning Toolkit of the Group on Institutional Planning (GIP) of the Association of American Medical Colleges (AAMC) (2023). This process is intended to help define our School of Medicine's direction, align goals to ensure cohesive progress, identify areas for improvement, enable competitiveness, and cultivate areas of excellence.



The evaluation of the Strategic Plan will be the responsibility of the Strategic Planning Committee (SPC) of the School of Medicine. The SPC will engage in quality improvement cycles as part of the operational plan. 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.
- **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 meet regularly to evaluate all ongoing and will complete activities of the strategic plan and their outcomes. 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. These plans will be put into action and results will be reevaluated.

The SPC will develop an Operational Plan that will delineate specific steps to meet the Strategic Plans' goals and objectives. The operational plan will include, as a minimum, the following aspects:

- Budget needed to support the success of the strategic plan.
- An implementation plan including the responsibilities, timelines, actions, fiscal impacts, and resources to support the strategies.
- A communication plan that specifies how and when to communicate the progress and to share information with stakeholders and the academic community.
- The monitoring (PDS cycles) process to continually evaluate the strategic plan to address obstacles, identify opportunities, and adjust where necessary.