

UNIVERSITY OF PUERTO RICO


MEDICAL SCIENCES CAMPUS

SCHOOL OF MEDICINE

STRATEGIC PLAN

2013-2018





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2013-2018 STRATEGIC PLAN

Approved by:
The Faculty of the UPR School of Medicine
&
Dr. Inés García García
Interim Dean
December 11, 2013



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IN THIS SECTION:

◆ Message from the Interim Dean

Tab 1

MESSAGE

When we speak of strategy we refer to this set of systematically planned actions completed in a certain time and that are performed to achieve a particular end or purpose. By participating as an institution in the development of the 2013-2018 Strategic Plan we have had the privilege to scrutinize our recent past to see our achievements and problems; we have been able to look at our surroundings to identify threats and opportunities for growth; but above all we have been able to establish the route the School of Medicine should follow for the next five years together as a team. The task of developing the Plan has been done with solidarity and convinced that this Plan is a shared responsibility. Together - faculty, students, teachers and academic administrators – we must work hand in hand for what we aspire for the medical school to become. The challenge will sometimes require sacrifices, most of the time it will require accountability and responsibility, and at all times it will require creativity in order to be successful even in the midst of the various crises affecting the university system.



Let's move ahead with the certainty of knowing that the task is shared with others who feel the same passion for this institution

Inés García García, MD
Interim Dean
December 2013



IN THIS SECTION:

- ◆ Vision
- ◆ Mission
- ◆ Values



VISION

The UPR School of Medicine envisions itself as a model and administratively sound institution, recognized as a leader in medical education, biomedical research and health care services, that directly impacts how health services are offered and healthcare problems are addressed for the people of PR while acting as senior advisor to the government, other institutions and the community at large.

MISSION

The mission of the UPR School of Medicine is to:

- ◆ Provide quality education for diverse and competent biomedical sciences researchers and physicians with the scientific, professional and ethical knowledge, skills and attitudes needed to provide excellent health services, with empathy and humanism, at the forefront of technology.
- ◆ Generate new knowledge through biomedical, clinical, translational and community research to promote and seek solutions to local and global health problems.
- ◆ Provide quality inter-professional health care services while contributing to the formulation of public policy in health sciences and education in Puerto Rico.



VALUES

The School of Medicine of the UPR is committed with the following values and principles:

- ◆ Teaching of excellence that transmits knowledge, ethics and professionalism, with a cutting-edge education and meeting the highest quality standards.
- ◆ Delivery of excellent clinical and preventive services without discrimination, sensitive to the needs of the people of our communities and geared toward the elimination of disparities.
- ◆ The search of scientific knowledge through the promotion of basic, translational, clinical and community research to improve the health of the people in Puerto Rico and worldwide
- ◆ Leadership exercised with transparency, dedication, professionalism, integrity, honesty, ethics, respect for diversity, creativity, and humanism, and accountability for resources received



IN THIS SECTION:

- ◆ Strategic Areas
- ◆ Goals and Objectives





STRATEGIC AREAS

The School of Medicine Strategic Plan is structured around ten (10) areas deemed essential to carry out the school's mission. These are considered the School's Strategic Areas. It is around these areas that the goals and objectives have been developed.

The Strategic Areas are:

- I. Recruitment, Retention and Quality Student Services
- II. Curriculum and Academic Excellence
- III. Research, External Resources and Support Services
- IV. Strategic Planning Assessment
- V. Technology Integrated to all School's Endeavors
- VI. Physical Facilities and Healthy Environments
- VII. Management, Operations and Financial Stability
- VIII. Community Involvement, Development, and Strengthened Institutional Identity
- IX. Quality Self Sustaining Clinical Services
- X. Recruitment, Retention, and Quality Faculty Services



I. Recruitment, Retention and Quality Student Services

STRATEGIC GOAL	STRATEGIC OBJECTIVES	Strategies for Achieving Objectives	RESPONSIBLE PERSON	OUTCOME INDICATORS
1. Recruit and retain high quality diverse students who contribute to the fulfillment of the UPR-SOM mission.	1. Establish a recruitment program in collaboration with other offices or programs at campus to foster student diversity	Develop and implement a comprehensive recruitment program	Associate Dean Student Affairs	Increased number of diverse students
	2. Revise the School's admission criteria and processes to safeguard its value in selecting the best candidates while allowing for the selection of a diverse group of candidates	Celebrate a Forum for the revision of the SOM admission process and criteria	Associate Dean Student Affairs and Committees of Admissions	Special Report on the Revision of the SOM Admission Process Forum Proceedings
2. Provide a student oriented environment that fosters and enhances student wellness while promoting and facilitating academic achievement; decrease student attrition as a result of personal, financial and/or academic difficulties; and elicits a high level of students' satisfaction	1. Develop a strong student-oriented mentoring and counseling program that facilitates early detection and intervention with students at risk of attrition in both the graduate and the MD programs.	Develop and implement a Student-Oriented Mentoring Program Establish a systematic approach to establish early identification of students at risk	Associate dean for Student Affairs; professional counselors; Promotions Committees	Decreased attrition rate Established Student Mentoring Program Counseling services utilization statistics

	2. Establish a comprehensive Student Wellness Program for medical students, graduate students and residents as well.	Design and implement a Student Wellness Program	Associate dean for Student Affairs	Established Student Wellness Program Utilization statistics
	3. Increase the level of external resources obtained through grants, donations, scholarships, and others for the development of student services.	Submit grant proposals to obtain funds for student services Develop and implement donations campaigns Develop and implement an awareness campaign among students on scholarships availability	Associate Dean for Student Affairs	Dollar amount received from the mentioned strategies Number of grants obtained Number of new scholarships identified and obtained
	4. Establish a continuous improvement program to assess students' satisfaction with general and specific students' services.	Develop and Implement a continuous students' evaluation of services rendered to be done at least every 6 months Develop QI projects in response to students' evaluation at least every semester	Associate Dean Student Affairs Evaluation Office	Level of satisfaction QI projects report
	5. Increase access of medical and biomedical sciences students to mental health professionals and counselors.	Increase the number of counselors and psychologists offering services to medical and graduate students	Associate Dean for Student Affairs Dean of Students MSC	Level of satisfaction Utilization statistics



II. Curriculum and Academic Excellence

STRATEGIC GOAL	STRATEGIC OBJECTIVES	Strategies for Achieving Objectives	RESPONSIBLE PERSON	OUTCOME INDICATORS
1. To have a curriculum that is competency based, longitudinally integrated, and that fosters individualized, self-directed learning, incorporating an inter-professional approach, patient safety, and improvement of quality of care provided in a humane, non-discriminatory and professional manner.	1. Establish a Continuous Monitoring Program of all educational accreditation standards.	Develop and implement the Continuous Monitoring Program	Associate Dean Academic Affairs Curriculum Director	A Continuous Monitoring Program in place Yearly reports LCME Accreditation status
	2. Establish a system to assess and incorporate trends in health care education	Mandatory professional development in health care education for academic officers Evaluate and incorporate curricular changes based on new medical education paradigms.	Associate Dean Academic Affairs	Number of curricular changes implemented yearly Number of professional development activities attended by academic officers
	3. Integrate Quality Improvement and Patient Safety concepts within the curriculum	Design and implement a longitudinal Quality Improvement and Patient Safety curriculum with emphasis on the clinical years	Associate Dean Academic Affairs Curriculum Director	Implemented curricula

	4. Augment and improve vertical and horizontal integration of basic and clinical sciences within the curriculum	<p>Increase the amount of integrated (basic-clinical) learning activities with emphasis on the clinical years</p> <p>Annual retreat for Basic and Clinical course coordinators to discuss progress and opportunities for integration</p>	Associate Dean Academic Affairs	<p>Number of activities developed</p> <p>Improved performance on external standardized exams such as the NBME Shelf tests</p>
	5. Integrate inter-professional education activities across the curriculum	<p>The creation of an Interprofessional Academic Committee that includes all of the other health professions in the Medical Sciences Campus.</p> <p>Design and implement a longitudinal IPE curriculum</p>	Associate Dean Academic Affairs	<p>Annual Report of the IPE Committee</p> <p>Number of IP experiences</p> <p>Student performance as measured in a specially designed Interprofessional work activity</p> <p>Satisfactory student and faculty participation and student and faculty evaluation of IPE activities</p>
	6. Strengthen educational research in the medical school	<p>Promote educational research</p> <p>Train faculty on the basics of educational research</p>	Associate Dean Academic Affairs	Number of research projects

			Director Office of Evaluation Research	Number of related scholarly activities
	7. Restructure and strengthen the Center for Medical Humanities	Appoint and Ad-hoc Committee to work in the restructure and strengthen plan for the Center of Medical Humanities	Assoc Dean Academic Affairs	Center for Medical Humanities New Manual and SOP
2. Have a solid Graduate Biomedical Sciences Curriculum that is dynamic and focused on innovative basic, clinical, and translational research development.	1. Foster biomedical education and training based on critical thinking and an interdisciplinary approach.	Revise the content for biostatistics, bioethics and responsible conduct in research, experimental design, scientific writing, and entrepreneurship in science in existing and proposed new courses.	Associate Dean Biomedical Sciences & Director of the Graduate School	Revised courses Curricular revision reports
	2. Maintain comprehensive curricular assessment and faculty development plans for the biomedical sciences program.	Undergo continuous curricular assessment in four-year cycles. Provide and require faculty development activities in education.	Associate Dean Biomedical Sciences; Director of the Graduate School; Assoc. Dean Academic Affairs	Faculty evaluations by students, peers, and personnel committees Roster of faculty participating in faculty development activities
3. Strengthen the position of the Graduate Medical Education Office and Programs as leaders in GME nationally through a scholarly environment and commitment to excellence in both education and medical care	1. Expose all residents to patient safety, quality improvement and elimination of health disparities curricula.	Develop and implement a curriculum for each of the following at every residency program: <ul style="list-style-type: none"> - patient safety - quality improvement - elimination of health disparities 	Associate Dean for GME GME Office Residency Programs	Evidence of the curriculum at each residency program Evidence of residents participation at mandatory curricular activities

	2. Improve residents' knowledge, skills and attitudes regarding transition of care issues	Establishment of a transition of Care protocol within residency programs including Faculty evaluation of residents' knowledge, skills, and attitudes regarding transition of care	Associate Dean for GME GME Office; Residency Programs	Faculty evaluation reports
	3. Ensure appropriate resident supervision while addressing individual program requirements, duty-hour oversight, and fatigue management in the learning environment	Establish a continuous monitoring program to track supervision, duty hours, and fatigue management.		Results of CLER visits Results of both institutional and individual program site visits. Results of annual resident and faculty ACGME surveys.



III. Research, External Resources and Support Services

STRATEGIC GOAL	STRATEGIC OBJECTIVES	Strategies for Achieving Objectives	RESPONSIBLE PERSON	OUTCOME INDICATORS
1. Establish the creation, dissemination, and exchange of new knowledge as a major priority of the School of Medicine, emphasizing basic, clinical, translational, and community research of high relevance globally as well as in Puerto Rico	1. Re-Conceptualize the Associate Deanship for Biomedical Sciences so it can play a more effective role in fostering and supporting research in basic science, clinical, translational, and community based research initiatives.	<p>Revise school’s organizational chart to better define the roles of the Associate Deanship regarding the balance between its responsibilities for the Graduate Program and the support for research initiatives in all areas.</p> <p>Redistribute resources and funds in the School in order to support the research endeavor as conceptualized.</p> <p>Establish alternatives to obtain funds for research from those funded campus research programs that are initiated and sustained by faculty of the SOM</p>	Dean Associate Dean for Biomedical Sciences	A revised plan for the revised charge of overseeing research at the school level
	2. Establish a Capacity Building Program for the promotion and development of high quality research.	Provide faculty development workshops for: <ul style="list-style-type: none"> - residents and clinicians on clinical and translational research - basic science researchers on establishing collaborations with clinicians and translational researchers 	Associate Dean for Biomedical Sciences Faculty Development Program	Number and content of workshops offered per year Number of residents, clinicians and basic scientists participating in these workshops Number of residents and clinicians initiating new

		<p>- orientation regarding school's resources available to conduct research</p> <p>Institute a centralized School-level seminar series and visiting professor program.</p> <p>Organize forums that foster the setting up of research collaborations between basic science and clinical faculty.</p>		<p>projects following participation in this training program</p> <p>Number of basic science researchers initiating collaborations with clinicians and translational researchers following participation in this training program</p> <p>Number of visiting professorships</p>
	3. Implement a centralized, uniform, objective and measurable set of criteria to match research projects and available space on the basis of productivity, fundability, significance, and opportunities for training students and postdocs.	Establish a classification system of investigators according to levels of commitment of time and effort towards research, and productivity	<p>Associate Dean for Biomedical Sciences</p> <p>Department Chairs</p> <p>Committee on Space</p>	<p>Annual Productivity Reports</p> <p>Analysis pairing productivity and resources available</p>
	4. Publicize the school's research initiatives and collaborative efforts locally, nationally, and internationally.	Create and periodically update the profile of all researchers to facilitate networking and emerging opportunities	Associate Dean for Biomedical Sciences	Annual reports on researchers
2. Increase the level of success of the School's investigators in obtaining research funds from external sources and in establishing and maintaining productive collaborations.	1. Establish a School-level initiative to continuously monitor and obtain external funding for research from diverse sources.	<p>Have knowledgeable and properly trained School personnel that will continuously monitor sources and opportunities for seeking external funds</p> <p>Recruit consultants with expertise in grant writing</p>	<p>Associate Dean for Biomedical Sciences</p> <p>Dean</p> <p>Endowment Office Director</p>	<p>Utilization statistics of use of consultants hired.</p> <p>Number of funding opportunities identified and matched with specific investigators.</p>

		<p>Foster the creation of multidisciplinary or common theme research groups.</p> <p>Provide incentives for the establishment of collaborative research</p> <p>Regularly and actively lobby the local government and private entities to make donations or provide funding for specific research projects in the School.</p>		<p>Number of grants proposals submitted</p> <p>Number of grants proposals obtained</p> <p>Dollar amount obtained thru grants</p>
	2. Incorporate the participation of investigators in the School's Faculty Practice Plan.	<p>Revise the FPP Rules and Regulations to include alternative inclusion of basic science faculty.</p> <p>Organize basic science faculty into a subgroup of the FPP</p>	<p>Associate Dean for Biomedical Sciences</p> <p>Exec Director FPP</p>	Number of faculty in the basic science participating in the FPP
3. Provide the institutional resources and support services that the School's investigators need to be competitive and successful in their research endeavors.	1. Establish a Communication Plan on facilities and services available to conduct research at the School and Campus levels.	Develop and implement a Communication Plan	Associate Dean for Biomedical Sciences	A communication plan in place
	2. Promote the development of pilot projects, bridge funding, and upgrading of existing research infrastructure.	Develop and implement initiatives that foster the establishment of pilot projects, bridge funds, and upgrading of existing research infrastructure.	<p>Associate Dean for Biomedical Sciences</p> <p>Dean; Campus deans</p>	<p>Number of initiatives</p> <p>Number of pilot projects</p> <p>Dollar amount for bridge projects</p>

	<p>3. Maximize resources available for research</p>	<p>Create a repository of common use materials, chemicals, and equipment from which all investigators can benefit</p> <p>Provide access to services of experts in experimental research and/or clinical design, statistical analysis of data, and editing of scientific manuscripts for peer-reviewed publications and grant proposal writing</p> <p>Establish a mentoring program to foster the development of new investigators or aiding more experienced ones in moving into a new field</p>	<p>Associate Dean for Biomedical Sciences</p> <p>Dean</p>	<p>Repository created</p> <p>Number of researchers that benefit from repository</p> <p>Utilization statistics</p> <p>Training sessions on research development topics offered and faculty attending</p> <p>Establishment of a Mentoring Program</p>



IV. Strategic Planning Assessment

STRATEGIC GOAL	STRATEGIC OBJECTIVES	Strategies for Achieving Objectives	RESPONSIBLE PERSON	OUTCOME INDICATORS
1. Establish a comprehensive Assessment Plan and implement mandatory continuous assessment, at all levels of the School of Medicine (SOM).	1. Develop a comprehensive SOM Assessment Plan which includes periodic outcomes assessment of specific indicators the in following areas: a. Academic assessment and accreditation b. Assessment of faculty in areas of education and scholastic production c. Student services d. Institutional performance and finance e. Physical facilities f. Research	<p>Review AAMC Benchmarks, LCME, ACGME, Middle States and CES accreditation standards pertaining to each area and UPR certifications and guidelines pertaining evaluation of Academic Programs.</p> <p>Develop Assessment Plan using the benchmarks, strategic plan goals and UPR certifications and discuss Assessment Plan with responsible personnel in each area.</p> <p>Develop specific reports based on the SOM Assessment Plan.</p> <p>Inform at each SOM faculty meeting (bi-annual) and distribute to the faculty the above reports.</p> <p>Implement “closing the loop” re-assessment in all areas involved and use outcomes to plan for changes which will improve performance in all areas</p>	<p>Assessment Planning Committee</p> <p>Dean of the SOM.</p> <p>Associate Dean of Academic Affairs.</p> <p>Associate Dean of Student Affairs.</p> <p>Curriculum Office.</p> <p>Associate Dean Administrative Affairs</p> <p>Associate Dean of Biomedical Sciences and Staff.</p> <p>Department Directors</p>	<p>Complete School of Medicine Assessment Plan (2014-2017)</p> <p>Reports to the dean, Strategic Planning Committee and Campus Institutional Committee</p> <p>Reports to the Assessment Committee of pertinent officers responsible for “closing the loop” on findings</p>

	2. Assess School's competitiveness in the areas of medical education, research and clinical service	Continuous review of available benchmarks		Report on SOM position on selected benchmarks
2. Implement the necessary infrastructure to carry out continuous assessment at the SOM.	Implement the Infrastructure to establish a centralized Data Repository Center for the SOM.	<p>Assign funding for database infrastructure and maintenance.</p> <p>Acquire or develop an adequate database that can integrate all assessment outcomes.</p> <p>Implement web-based assessment databases.</p> <p>Assign and train personnel in the management and use of database.</p>	<p>CIT; Assessment Planning Committee; Dean of the SOM.</p> <p>Assoc. Deans of Academic and Student Affairs; Curriculum Office</p> <p>Associate Dean Adm. Affairs Associate Dean of Biomedical Sciences and Staff; Department Directors</p>	<p>A designated office to carry out central assessment</p> <p>Full comprehensive data base in place</p> <p>Web based assessment data base in place</p> <p>Number of staff trained in the use and management of the new data bases</p>
	Assign trained manpower and enough funding to permit continuous assessment using strategies, among others, such as data gathering and statistics to the Office of Evaluation and Research.	Develop a system for data gathering, for the Institutional Annual Report and School of Medicine Annual Assessment Plan.	Associate Dean Adm Affairs Associate Dean of Biomedical Sciences and Staff; Department Directors	Quarterly reports on Assessment Plan progress



V. Technology Integrated to all School's Endeavors

STRATEGIC GOAL	STRATEGIC OBJECTIVES	Strategies for Achieving Objectives	RESPONSIBLE PERSON	OUTCOME INDICATORS
1. Establish an IT Governance structure	1. Develop and implement an IT Governance structure that responds to the needs of the academic, research and service aspects of the School of Medicine.	<p>Establish an IT Unit/Office responsible for the comprehensive development and implementation of the IT in the School.</p> <p>Establish an IT Steering Committee to address global IT needs at the School</p>	Dean CoA	Established IT Governance Structure
	2. Establish policies to maintain IT governance informed of research, academic and clinical services use and needs.	<p>Design and implement policies and procedures for IT services utilization tracking and exploration of needs assessment</p> <p>Establish a policy framework to assure optimal implementation and proper use of technology with IT projects and turnkey solutions</p> <p>Establish solution oriented structures, so that research, academic and service units can develop specialized services in coordination with a shared infrastructure.</p>	IT Director	<p>Documented Policies</p> <p>Services rendered</p> <p>Reports on compliance with policies</p>
	3. Continuous monitoring of SOM IT services	Develop and implement an assessment plan to constantly	IT Director	Assessment Plan Annual Assessment Plan Report

		better IT in the School of Medicine through diverse methods		
2. Strengthen IT resources and capabilities of the School of Medicine	1. Redesign the School's web page to guarantee it offers the information needed to strengthen institutional image and facilitate School's development.	Design and implement a new web page responsive to the new IT structure	IT Director	New web page in place
	2. Establish service sharing and chargeback with other schools and programs outside the School of Medicine to provide additional funding for IT	Establish mechanisms to assure cost-effective investments in institutional IT services and support	IT Director	Number of service sharing projects Policy on service sharing and charge back in place
	3. Initiate a process of revision of IT personnel salary scale and credentialing.	Create a committee to initiate the revision of IT personnel salary scale and credentialing and submit recommendation to the dean.	Dean Assoc Dean Adm Affairs	Committee Report
	4. Implement a training program for faculty, students and personnel in terms new IT technologies.	Design and implement a series of workshops on IT technology	IT Director	Number of workshops Number of people trained
	5. Integrate advanced IT technologies to the School's administrative processes.	Utilize IT resources to enhance workflows and improve decision making processes	Assoc Dean Adm Affairs; IT Director	Number of personnel trained Number of procedures digitalized Number of offices using IT optimally
3. Establish a reliable and secure open campus	1. Establish and maintain a strong risk management	Implement the logical, physical and administrative controls needed to	IT Director	Risk management Program in place

information technology environment, while maintaining appropriate access and controls, and achieving compliance with applicable regulatory requirements	program thru monitoring, security assessments and risk mitigation in accordance to all accrediting and regulatory bodies and following best practices and standards.	maintain appropriate levels of security in all areas where IT is used. Establish a mandatory education program for school's constituents on security, compliance and proper use of technology.		Awareness Program in place Number of sessions/attendance



VI. Physical Facilities and Healthy Environments

STRATEGIC GOAL	STRATEGIC OBJECTIVES	Strategies for Achieving Objectives	RESPONSIBLE PERSON	OUTCOME INDICATORS
<p>1. Develop an improvement plan for physical facilities ON and OFF campus where teaching, research and services are carried out on behalf of the School.</p>	<p>Delineate and establish a master plan for the use, maintenance and continuous renewal of school's physical facilities, equipment and technology (academic, service and research)</p>	<p>Establish an annual plan to evaluate and maintain the physical facilities assigned to the School of Medicine</p> <p>Create a list of off campus sites to asses needs in the physical facilities, equipment's and technologies</p> <p>Perform repair and renovation whenever appropriate</p> <p>Establish a maintenance program to extend the equipment's life</p>	<p>Space Committee</p> <p>Associate Dean Administrative Affairs</p>	<p>Annual Assessment of Physical Facilities Plan reported to the Dean of Medicine</p> <p>Scheduled repairs and renovations completed as per plan</p> <p>Scheduled maintenance to equipment provided as per plan</p>
	<p>2. Clearly establish the Office or personnel responsible to facilitate the maintenance and continuous renewal of the school's facilities and equipment (academic, service and research)</p>	<p>Establish procedures to report situations to the Administrative deanship pertaining physical facilities</p>	<p>Space Committee</p> <p>Associate Dean Administrative Affairs</p>	<p>Personnel assigned as responsible for maintenance of school's facilities and equipment</p> <p>Policies and procedures for maintenance requests instituted</p>
<p>2. Establish a Safety & Security Program to guarantee a safety environment at Campus</p>	<p>1. Develop and implement a comprehensive educational campaign for students, faculty and</p>	<p>Improve Students Affairs website emphasizing the established RCM security policies and procedures</p>	<p>Office of Student Affairs</p> <p>Dean of Students</p>	<p>Website updated with established security policies and procedures</p>

	personnel on safety policies, safety measures and strategies.	Develop a campaign where personnel and student be aware of the official procedures to report security related situations.	Office Faculty Affairs	Security Awareness Campaigned completed yearly
	2. Improve safety and security systems in the MSC and sites where our faculty and students/residents work	Design and Implement strategies which will increase security 24/7 for all personnel, students and residents in collaboration with the MSC administration, ASEM and all institutions where our students, faculty and personnel work.	Dean and its associated deans	Committee on SOM Safety established Safety strategies developed and implemented Safety strategies on web page
3. Establish a “Healthy Universities Program” following the standards of PAHO and the initiative for Health Promoting Campuses	1. Establish a whole system or joined-up approach to promote a healthy environments	Carry on a need assessment of healthy environment activities or campaigns already in place in RCM, identifying in which ones our medical, graduate students, residents, faculty and personnel are more involved. Create a Committee or steering group to develop a plan to integrate activities that compliment and target our School of Medicine community and create a learning environment that enhances the health and wellbeing of the people.	Dean of Medicine Development Office	Committee on Healthy University Instituted Healthy University Needs Assessment Completed Activities to promote Healthy University scheduled and provided.
	2. Promote small research projects that study the wellbeing and healthy styles of our school community	Design and develop research projects geared to assess level of compliance with HU guidelines	Assoc deans for Academic, Student and Administrative Affairs	Research or service projects

	<p>3. Create a working group under the Development Office of the School that works with the communication of all health, events and campaigns to the School of Medicine community</p>	<p>Establish a central Communications Officer through a Communication Plan</p>	<p>Development Office</p>	<p>Communication Plan in place</p>



VII. Management, Operations and Financial Stability

STRATEGIC GOAL	STRATEGIC OBJECTIVES	Strategies for Achieving Objectives	RESPONSIBLE PERSON	OUTCOME INDICATORS
1. Improve School's financial stability.	1. Ensure optimal use of School's resources	Develop and implement mandatory management training for all academic and departmental administrators	Dean Assoc Dean Administrative Affairs	Number of training sessions Number of academic officers completing training
	2. Evaluate and improve the Faculty Practice Plan in order to optimize funds to be recovered	Revise the FPP Rules and Regulations. Evaluate procedures at the FPP as well as services offered in order to establish a targeted improvement plan	Dean FPP Advisory Board FPP Exec Director	Revised FPP Rules and Regulations New expedite procedures in place Reports on services evaluation
	3. Improve the administrative processes associated to the FPP	Revise and implement procedures to increase the billing and collection system of the FPP Update IT programs to allow the FPP to be responsive to the constant changes in the practice administration processes and allow for communication between sites	FPP Exec Director and Administrator IT Director Dean FPP Advisory Board	Documented changes New technology in place Increase income through billing and collection

	4. Establish a concerted plan to improve clinical sites where faculty practices.	Expand and improve clinical facilities, and billing processes at different sites to facilitate faculty's reimbursement for services offered	FPP Exec Director Faculty Assoc Dean Clinical Affairs	Expansion or Improvement plan in place
	5. Increase faculty participation and commitment into the FPP.	Formally explore faculty's ideas, attitudes, level of participation and suggestions regarding the FPP. Develop and implement an educational campaign on the impact of the FPP on the School's finances geared to faculty Promote the FPP among new and young faculty	Exec Director Department Chairs Dean	Survey results Action Plan Increased level of faculty participation in the FPP
	6. Strengthen the search for alternative funding for the development of teaching, research and service	Offer training and provide support to faculty in the development of service proposals,.	FPP Exec Director Assoc Dean Clinical Affairs Department Chairs	Number of service proposals Number of new ventures
2. Decrease administrative bureaucracy	1. Improve administrative processes by revising administrative procedures, rules, and regulations.	Establish a Task Force to revise administrative procedures and regulations together with representatives of the campus administration. Propose changes in the most common used administrative procedures to expedite results. Increase the administrative autonomy of academic departments		Evidence of Task Force work Compare new proposed processes to old ones Decentralization Plan



VIII. Community Involvement, Development, and Strengthened Institutional Identity

STRATEGIC GOAL	STRATEGIC OBJECTIVES	Strategies for Achieving Objectives	RESPONSIBLE PERSON	OUTCOME INDICATORS
1. Increase income to the School of Medicine through nontraditional venues such as donations, philanthropy and development projects	1. Promote awareness about our school and its history in the faculty and students so as to create a sense of belonging to the institution by establishing a formal awareness program.	Establish a formal awareness program where school, faculty and students' achievements are publicized through different media Strengthen the Buhiti Magazine Organize a series of seminars and expositions to bring the school's history to students and young faculty	Development Office; Student Affairs; Department Chairs.	Awareness Plan Satisfaction with Buhiti Number of seminars or activities
	2. Enhance the image of the institution, faculty, students and alumni	Design and implement an Internet and Social Media Communication Plan	Development Office; Student Affairs; Department Chairs	Communication Plan Media Use Statistics Evidence of improved institutional image by surveys, etc.
	3. Establish and improve ties with graduates of the different academic programs of the School of Medicine; faculty; retirees; ;and private entities	Develop a user friendly updated data base on students, graduates, retirees and others. Develop and implement innovative fund raising activities Promote philanthropy and alternative sources of funds	Development Office; Student Affairs; Department Chairs	Updated data base Number of fund raising activities Dollar amount raised through fund raising and philanthropy

Participate in health improvement projects and provide expertise for the development of public policies related to health care in Puerto Rico	Participate in community clinical service programs			Number of community activities Number of participating faculty and students
	Participate in public debates and analyses regarding proposals for public health care	Develop a formal program to address advocacy efforts at the School level and promote departmental participation in specific projects Establish procedures for the community to access the School for consultation services Develop service learning electives for students and community rotation for residents Create a Community Health Interest Group	Development Office Curriculum Office IT Director Faculty	Established Community Program Procedure for community to access School in place Electives/Rotations in place Interest Group established



IX. Quality Self Sustaining Clinical Services

STRATEGIC GOAL	STRATEGIC OBJECTIVES	Strategies for Achieving Objectives	RESPONSIBLE PERSON	OUTCOME INDICATORS
1. Expand the offering of quality medical services through the Faculty Practice Plan	1. Provide quality medical services in sites administered by the PPMI	<p>Complete a market study and needs assessment of the population served in the FPP</p> <p>Establish a program evaluation of the quality of the clinical services provided at the FPP and implement automated and recurring changes</p> <p>Establish partnerships with internal and external entities that may influence the way services are provided in the FPP</p>	<p>Exec Director FPP</p> <p>Assoc Dean Clinical Affairs</p> <p>DFPP Advisory Board</p> <p>Principal clinic sites' Administrators and/or Medical Directors</p>	<p>Market study</p> <p>Satisfaction surveys</p> <p>Improved satisfaction</p> <p>Quality Assessment projects results</p> <p>Number of new partnerships</p>
	2. Establish new self-sustaining economically high yield projects both in the facilities of the FPP Clinic and in other clinical sites	Establish liaison and affiliation agreements toward the development of new projects under the auspices of the FPP		<p>New projects</p> <p>Dollar amount obtained</p>
	3. Expand the range of participation of the school in new practice sites both within and outside the UPR	Add new clinical practice sites through academic and service affiliation agreements incorporating private hospitals and community centers as well		Number of new practice sites
2. Expand opportunities for clinical experiences and clinical	1. Increase clinical experiences for	Create a formal forum where coursework and clinical coordinators	Associate Dean for Clinical Affairs	An official meeting forum established

research for medical and graduate students.	medical students in innovative practice sites	<p>meet with representatives of affiliated institutions to discuss opportunities and ways in which the clinical experience could be maximized</p> <p>Implement an ongoing assessment plan of clinical practice centers for students</p>	SoMAC- School of Medicine Assessment Committee	<p>Teaching sites assessment plan</p> <p>Results of the assessment plan</p> <p>Qualitative measures/satisfaction of students and teaching sites</p>
	2. Develop a process to expand clinical research opportunities for medical and graduate students	Establish a formal forum for the promotion of clinical research experiences in diverse sites	<p>Associate Dean for Clinical Affairs</p> <p>Assoc Dean responsible for research</p> <p>Endowment Center</p>	<p>Proceedings of formal forum</p> <p>Number of projects</p>



X. Recruitment, Retention, and Quality Faculty Services

STRATEGIC GOAL	STRATEGIC OBJECTIVES	Strategies for Achieving Objectives	RESPONSIBLE PERSON	OUTCOME INDICATORS
1. Recruit and retain diverse, high quality faculty, who contribute to the mission of the UPR-SOM	1. Revise the recruitment, appointment and promotion processes at the SOM in order to assure it reflects School's needs.	Appoint a Task Force to revise and standardize the recruitment, appointment and promotion processes at the SOM following UPR-Rules and Regulations while assuring equal opportunity. Establish a wide dissemination plan that include the update of the School's Web Page Establish a formal recruitment program	Dean Associate Deans for Administrative and Biomedical Sciences Department Chairs	Task Force Report Published procedures Dissemination Plan in place Recruitment Plan
	2. Improve the work environment making it more competitive with comparable institutions, in terms of attractive salary, research support and benefit packages	Propose changes in the system's procedures to allow the School of Medicine to develop benefit packages and opportunities for the faculty	Dean Associate Deans for Administrative and Biomedical Sciences Department Chairs School's Senators	Listing of feasible recommendations for change within the UPR System Proposals submitted and approved for changes in limiting regulations Results resulting in improvements expected

		<p>Develop and implement a faculty incentive program based on productivity</p> <p>Develop and implement policies regarding possible non-tenure tracks, retirement, demotions and others as pertaining to the SOM faculty</p>		<p>Incentive program in place</p> <p>Policies developed in each area</p> <p>Faculty satisfaction survey</p>
	3. Increase faculty participation in the decision making process	<p>Survey faculty satisfaction with participation in the decision making process at the School</p> <p>Facilitate formal venues for the faculty to interact with its Academic Senators and representatives at diverse School's Committees</p>	<p>Dean</p> <p>Associate Deans</p> <p>Academic Senators</p> <p>Faculty representatives</p>	<p>Increased satisfaction</p> <p>Improved participation of faculty</p>
2. Design and develop a quality Faculty Services Program	1. Establish a structured Faculty Services Program	Appoint a Faculty Services Director and Office	Dean	Creation of the Office for Faculty Affairs
	2. Establish a Faculty Mentoring Program	<p>Design and implement an effective Faculty Mentoring and Development Program including training, workshops, etc.</p> <p>Create a bimonthly faculty newsletter on issues pertaining to development plan, mentoring, seminars, professional development, grants, awards, and opportunities</p>	<p>Dean</p> <p>Chairs</p> <p>Faculty Dev Program</p>	<p>Mentoring Plan</p> <p>Faculty satisfaction</p> <p>Number of Orientations, Seminars and Workshops for faculty on career development, professional writing, teaching skills, others</p> <p>Attendance statistics</p>

				Number of faculty establishing a formal Career Development Plan as the result of mentoring
				A newsletter in place
	3. Maintain an up-to-date data base on faculty – total faculty, ranks, appointment type, financing source, number of faculty that retires new recruitments, and the status of faculty development plan.	Create a strong and complete faculty data base	Dean Assoc. Dean for Administration Faculty Services Director IT Director	A complete database in place and easily available



IN THIS SECTION:

◆ Evaluation Plan



EVALUATION PLAN

The evaluation of the Strategic Plan will be the responsibility of two major committees in the medical school: the **Strategic Planning Committee** and the **UPR School of Medicine Institutional Assessment Committee**.

The evaluation will be done at different levels according to its purpose:

- ◆ Goal – Based
- ◆ Decision – Making
- ◆ System-Analysis

Goal Based – the purpose will be to assess if goals and objectives were achieved and the level of achievement

Decision Making – the purpose will be to assess if the devised programs or activities for achieving goals were effective

System Analysis – this level will measure if the expected outcomes were achieved

Working at these levels concomitantly allows for the Plan to become dynamic and respond to findings and tendencies.

The **UPR School of Medicine Institutional Assessment Committee** will be responsible to design the data collection forms and processes that will enable them to assess if the Plan has been followed at the levels mentioned. This committee will be responsible to assign data collection responsibilities and for the ongoing tracking of the data collected. Initial analysis and interpretation will also be under their purview of expertise.



This report was prepared by
M. Rosario González, MD and
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