

Strategic Plan

2010-2015



DEPARTMENT OF PEDIATRICS
SCHOOL OF MEDICINE
MEDICAL SCIENCES CAMPUS
UNIVERSITY OF PUERTO RICO



Table of Contents

Message from the Chair	2
Introduction	3
Mission	4
Vision	5
Values	6
Critical Issues	7
Building lasting bonds with residents and students	8
Curriculum and academic assessment	12
Develop and support research activities among faculty members	28
Development of an assessment culture	35
Information Technology	39
Social responsibility and community outreach	47
Global outlook-International recognition	53
Physical facilities	56
Management, operations and financial stability	58
Evaluation	66
Appendixes	67
Strategic Planning Committee	
Organizational Chart	

Message from the Chair



For more than 50 years the Department of Pediatrics at the University of Puerto Rico School of Medicine has been providing pediatric education to students and residents, contributing to the development of the field of pediatrics in Puerto Rico and internationally.

We are proud of our tradition of excellence and working hard to continue developing into one of the continent's prime pediatric centers. This Strategic Plan is the result of a careful assessment of our resources, strengths and weaknesses and is in accordance with the strategic plan of our medical school. It is the product of ideas from an ample representation of our department, including faculty, fellows, residents, students, and administrative personnel, and will delineate the actions of our department for the next five years.

We invite you to carefully review it and actively participate with us in the implementation of our action plan.

Melvin Bonilla Félix, MD

Strategic Plan

2010-2015

INTRODUCTION

The process for the development of a strategic plan for the Department of Pediatrics started during the new chair selection process in the fall of 2009. The preliminary working plan developed by the selected candidate and presented to the dean during the interview process ignited in the department's faculty, residents and staff, the desire to question themselves:

- Who are we?
- Where are we going?
- How will we get there?

Once the new chair was appointed in February 2010, a Strategic Plan Committee was appointed (See Appendix 1). The Committee was divided into subcommittees which together with a wide representation of the faculty, residents and staff, worked in the development of strategic goals around nine critical issues which corresponded to the medical school strategic plan critical areas.

The Strategic Planning Committee held four meetings during the period of February to May, 2010. Subcommittees met as needed, some even biweekly. The chair and the faculty were kept aware of the subcommittees' progress through active electronic communication.

On May 21, 2010 the department celebrated a Strategic Planning Summit where the Plan was finalized and approved by the faculty.

*Strategic
planning
is a
precursor
to, not a
substitute
for action*

Mission

The mission of the Department of Pediatrics of the UPR School of Medicine is to:

Provide high quality, comprehensive and accessible health care to children, adolescents and young adults in Puerto Rico, improving their health and well-being as well as of their families;

Maintain excellent and up to date undergraduate, graduate and continuing medical educational programs in the field of pediatrics;

Advocate for and provide leadership in child health promotion and injury prevention;

Promote research on children's health and well-being related issues for the benefit of the pediatric population and their families; and

Be responsive to the needs of diverse community groups, professional organizations, government agencies and the general population in the field of pediatrics

Vision

Our department will become:

Leader in Puerto Rico and Latin America improving children's health, by being an academic interdisciplinary pediatric health care center of international prestige and a model of excellence in the care of children, the education of health professionals, as investigators and academicians, including the promotion of innovative and at-the-forefront strategies.

Values

We, the Department of Pediatrics of the University of Puerto Rico School of Medicine believe and defend the following values and principles:

That we have a social responsibility to advocate, protect, and speak up for the rights of children and their families

We are facilitators in the process of forming caring and compassionate physicians and pediatricians

Provision of dedicated, comprehensive, and high quality patient health care under the bio-psychosocial-spiritual model

The pediatric profession as a vehicle to provide comprehensive care for children and advocate rights for pediatricians and those who serve our children

Professionalism defined as a commitment to ethics, compassion, integrity, respect for others and their privacy, and responsiveness to patients' and society's needs

Excellence in academics and research through a strengthened institutional identity

Critical issues

Building lasting bonds with residents and students

Curriculum and academic assessment

Develop and support research activities among faculty members

Development of an assessment culture

Information Technology

Social responsibility and community outreach

Global outlook-International recognition

Physical facilities

Management, operations and financial stability

#1 Building lasting bonds with residents and students

Goal 1.1: Improve quality of life and learning experiences of our residents and students				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
1.1.1 Improve working and learning facilities.	Provide sleeping, lounge and study rooms with security access. Provide lockers with security access. Improve safety in all hospital areas and parking lot.	October, 2010	Program Director HOPU Medical Director	<ul style="list-style-type: none"> • Residents and students satisfaction with learning experiences. • No areas of concern in next accreditation visit about the physical facilities. • Students and residents satisfaction with physical facilities. • Security access installed in sleeping, lounge and study rooms.
1.1.2 Implement a security protocol.	Develop a security protocol for the department of pediatrics	July, 2010	Program Director	<ul style="list-style-type: none"> • Security protocol available for use by all residents and students • Copy of Security Protocol in <i>Residency Policies and Guidelines Manual</i>

Goal 1.2: Improve communication of residents and medical students with department chair and faculty members.				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
1.2.1 Establish effective communication strategies between academic administrators and residents.	Organize monthly meetings of departmental chair with residents. Organize monthly meetings of program directors with residents.	May, 2010	Department Chair Program Directors	<ul style="list-style-type: none"> • Evidence of Chair's meetings with residents. • Evidence of Program Directors' meetings with residents. • Residents' satisfaction with communication with academic administrators.
1.2.2 Encourage participation of medical students in the academic activities of the residency program.	Regular notification and invitation of the monthly academic activities to class boards, students' organizations and medical students' council.	July, 2010	Associate Director for Academic Affairs Chief Residents	<ul style="list-style-type: none"> • Participation of medical students in academic activities
1.2.3 Improve <i>Residency Mentorship Program</i> .	Focal groups' discussion between residency Program Directors and Mentors. Evaluation of Mentorship Program by residents.	July, 2010	Program Directors	<ul style="list-style-type: none"> • Residents and faculty satisfaction with the <i>Residency Mentorship Program</i>. • Success stories

Goal 1.3: Increase faculty participation in didactic activities.

Strategic Plan



Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
1.3.1 Encourage faculty participation in academic activities of the residency program.	Assign key teaching faculty to the Residency Program's didactic activities (3 members /activity).	July, 2010	Program Director Chief Residents	<ul style="list-style-type: none"> • Semiannual academic program, including key teaching faculty assignment. • Evidence of faculty participation in all didactic activities of the residency program.
1.3.2 Provide continuing medical education credits for departmental academic activities.	Obtain CME credits for the department's academic program	July, 2010	Associate Director for Academic Affairs Chief Residents	<ul style="list-style-type: none"> • Number of CME credits provided at the end of the academic year

Goal 1.4: Establish a permanent Alumni Office.				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
1.4.1 Create a permanent Alumni Office	Assessment of the physical, financial, administrative, technical, and clerical resources needed for the development of an Alumni Office.	May, 2010	Department Chair	<ul style="list-style-type: none"> Establishment of an Alumni Office in the department of pediatrics Appointment of an Alumni Office Director.
	Designate a Director for the Alumni Office.	July, 2010		
1.4.2 Establish an Alumni entity endorsed by the department.	Develop the mission, vision and by laws of the alumni association.	July, 2010	Alumni Office Director	Alumni Association Bylaws
	Create a name and logotype of the association.		Alumni Association Committee	Logotype
1.4.3 Develop an alumni database.	Create an alumni updated database using new and emerging technology including Internet Social Networks (Facebook)	July, 2010	Alumni Association Committee	Development of the updated alumni database

#2 Curriculum and academic assessment

Goal 2.1: Develop an integrated curriculum in Pediatrics for the 4 years of medical school				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
2.1.1 Develop a longitudinal curriculum in Pediatrics for the under graduate program (MD program).	Develop a longitudinal general pediatrics curricular plan Establish implementation plan in cooperation with SOM Medicine Committees. Keep data base of student performance according to established objectives for each level of the MD program pediatric curriculum.	June 2011	ADAA Central Committee of Academic Affairs Pediatric Course Directors and Coordinators Faculty Members **In alliance with: SOM office of Curriculum SOM Curriculum Committee SOM Evaluation Office	Longitudinal and integrated 4 year curriculum in place Student Satisfaction as expressed in Courses Evaluations and Graduation Questionnaires Students performance on national exam at or above national mean
2.1.2 Establish an Academic undergraduate committee at the department	Appoint the Departmental central Academic Affairs Committee. Appoint faculty subcommittees for each	May 2010 through May 2015	Department Chair ADAA in alliance with Assoc Director for Clinical Affairs **In alliance with	Committee assigned and working in compliance with committee's by laws. Students' satisfaction with curricular

Strategic Plan



	<p>year of medicine; within the Central Committee.</p> <p>Assign a faculty member who will maintain surveillance and serve as mediator between the Medicine Committees and Each year courses coordinators</p>		<p>Medicine I through IV SOM committees</p>	<p>changes.</p> <p>Successful collaboration between the members of the committee, the pediatric faculty and the course coordinator at the SOM level.</p> <p>Evidence of Committee's meetings and Work plan.</p>
<p>2.1.3:</p> <p>Establish a procedures manual for the academic undergraduate committee and for the role of teaching faculty.</p>	<p>Write a of procedures manual for the committee.</p> <p>Define the duties and responsibilities of the committee's members</p> <p>Define teaching roles for departmental faculty according to the courses in which they participate.</p> <p>Maintain a data base of faculty participation in the SOM academic program.</p>	<p>May 2010 through 2015.</p>	<p>Central Committee for Academic and Education Affairs</p> <p>ADAA</p> <p>All year Level coordinators and courses directors</p> <p>ADAA in alliance with SOM Curriculum Office</p> <p>Department Chair</p>	<p>Procedures manual</p> <p>List teaching faculty and their roles</p>

Strategic Plan



2.1.4: Enhance the research elective objectives and research opportunities for students	<p>Keep a data base of students participating in research and scholastic activities with pediatric faculty pediatric</p> <p>Promote and provide information to students about active research and scholastic projects in the Department of Pediatrics</p> <p>Create awareness and promote the pediatric research electives</p>	2015	<p>Department Chair ADAA</p> <p>Academic Affairs Committee</p> <p>Pediatric Elective Coordinator</p> <p>Faculty member in charge of present Research Elective</p> <p>Research Faculty</p> <p>Associate Chair For Research</p>	<p>Maintain updated data base</p> <p>Increased research opportunities for students as evidenced by an increase number of students doing research with pediatric faculty</p> <p>Increased student research productivity in pediatricas as evidenced by the number of published articles or local, national or international research presentations</p>

Goal 2.2: Develop and Improve the Pediatric Residency Educational Program				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
2.2.1: Revise and restructure the pediatric residency program curriculum	<p>Revision of the academic program</p> <p>Revision of competency-based ACGME pediatric</p>	July 2010	<p>Program Director</p> <p>Chief Residents</p> <p>Faculty Members</p>	New academic program in place and in use starting on July 2010

Strategic Plan



	<p>requirements and the companion document</p> <p>Restructure the competency-based UPR Residency program in accordance with ACGME pediatric requirements</p> <p>Develop a structured monthly academic program according to the ACGME competencies and PIF documentation requirements</p> <p>Use the APPD Warehouse to enhance the UPR Academic Pediatric Residency Program.</p>			<p>Have a completely reviewed competency- based Academic Curricular Manual of the residency program</p> <p>ACGME Resident Survey results without concerns of the academic program</p> <p>No areas of concern about the academic program in the next ACGME accreditation visit.</p>
<p>2.2.2:</p> <p>Revise the curriculum for each rotation</p>	<p>Assign a coordinator for each rotation</p> <p>Offer a faculty development workshop about objectives development and assessment methodologies for rotation coordinators</p> <p>Revision of the present</p>	<p>July 2010</p>	<p>Program Directors</p> <p>Coordinators of each rotation</p> <p>Faculty</p>	<p>Have 100 % of the residency program rotations with a standard curricular approach.</p> <p>No areas of concern about rotation objectives in the next accreditation visit.</p>

Strategic Plan



	goals, and objectives of each rotation			
	Development of a standard curricular approach for each rotation.			
2.2.3: Strengthen the teaching and assessment of the Practice-Based learning and Improvement Competency	<p>Structure quality improvement projects for residents in coordination with the hospital administration</p> <p>Introduce an educational prescription exercise during the Infectious diseases and Nephrology rotations</p>	July, 2010	Program Director	<p>Active participation of residents in quality control committees and programmed educational activities in the curricular plan</p> <p>Development of at least one quality improvement project annually.</p> <p>Better quality control and improvement as express by administration of hospital.</p> <p>Evidence of one educational prescription exercise per each rotation</p> <p>Resident and Faculty satisfaction with the</p>

Strategic Plan



				activity
2.2.4: Revise and re-structure daily rounds in all clinical areas	<p>Perform Needs Assessment for Family Oriented Rounds and implement this type of rounds as feasible</p> <p>Identify key faculty members trained in bedside teaching skills and clinical thinking skills</p> <p>Train faculty in bedside teaching skills</p>	July, 2010 - 2012	Program Directors Faculty Members	<p>Pilot program of Family Centered Rounds</p> <p>Resident's satisfaction as expressed in surveys about their learning process.</p> <p>Family and patient satisfaction as expressed in surveys about their thoughts in quality of patient care.</p>
2.2.5: Strengthen the teaching and assessment of the Professionalism Competency.	<p>Appoint a Professionalism subcommittee of the Clinical Competency Committee</p> <p>Expand Professionalism Curriculum</p> <p>Develop a Professionalism Evaluation as per APPD standards</p>	May, 2010	Program Directors	<p>All residents take the complete Professionalism Curriculum</p> <p>All residents are evaluated in Professionalism Characteristics as per APPD standards</p>

Goal 2.3: Improve the passing rate on Pediatric Boards				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
2.3.1: Re-structure the residency teaching activities	Revise the teaching program and align it to the American Board of Pediatrics (ABP) Content Specifications (Knowledge Statements) provided by the American Academy of Pediatrics (AAP).	Implementation for 2010, outcomes for 2013	Program Director	Have a completed academic program which is aligned with the Residency Curriculum, the updated ABP Objectives and ACGME requirements.
	Revise the Departmental Exams format		Associate Program Director	Have within said academic curriculum a structured year long <i>ABP Certifying Examination Preparation Program</i>
	Structure a <i>ABP Certifying Examination Preparation Program</i>		Academic Chief Resident	Have validated departmental exams
	Foster academic competitiveness among residents			Have over 85% of residents passing the academic component of their training with an average of 80% or more on departmental exams
	Expand the Mentoring Program			Achieve and

Strategic Plan



				<p>maintain at least an 85% passing rate for first takers in the ABP Certifying Examination</p> <p>Have a minimum of 85% of residents performing at or above the national mean in the In-Training per level of training</p> <p>Increase resident participation in morning reports and conferences</p> <p>Have a learning plan completed with the mentor within the first six months of residency with biannual updates with mentor</p>
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Goal 2.4: Increase recruitment of LCME- accredited medical schools top graduates				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
2.4.1: Re structure the residency program admissions' process and revise and improve the selection criteria	Re-define the role of the Admissions Committee Define the profile of the ideal trainee performance. Redesign the candidate's evaluation format and entrance indicators weight. Structure the interview process	2011/2015	Pediatric Residency Program Director Alliance with ADAA	Selected first year residents show excellent performance in objective exams
2.4.2: Establish an outreach program to orient students from the different schools of medicine in the island	Create a database of residency graduates Orient students about the Residency Program data base Promote and describe UPR School of Medicine residency program Maintain communication with the students' council, boards and student Pediatric Association at	2011/2015	Pediatric Residency Program Director Alliance with ADAA	Increased number of students interested in the UPR SOM Pediatric Residency Program at or above national trend Increased percentage of students selecting the UPR SOM Pediatric Residency program

Strategic Plan



	the SOM			
2.4.3: Increase faculty role-modeling opportunities	Increase faculty participation in students' community activities.	2012	Department Chair in alliance with SOM faculty development program	Better communication across all levels and Pediatric Residency Program Recognition
2.4.4: Orient students throughout the four years regarding the residency program in pediatrics and the pediatric specialty	Promote a mentoring program with faculty and residents participation in alliance with the Pediatric Students' SOM Association. Take advantage of Web CT page, pediatric web page, blackboard page and pediatric students' association at the SOM to maintain updated information about the residency program and activities with co participation of medical students.	Beginning with class of 2011	Residency Program Director ADAA	Better communication and Residency Program recognition

Goal 2.5: Structure the Chief Residents selection process				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
2.5.1: Restructure the Chief Resident Selection Process	Develop a Chief Resident Manual to promote the position among residents. Identify interested and possible candidates since the PGY-1 level Formalize an Interview Process for candidates Use resident's excellence in all three qualities for selection: education, research and service	July, 2010	Program Director Associate Program Director Department Chair Residency Competence and Evaluation Committee Admissions Committee	Completed "Chief Resident Manual" that states the qualities expected of a chief resident Standardized selection process
2.5.2: Elect chief residents at least one year before commencing the job	Elect chief residents at least one year before commencing the job	July, 2010	Program Director Associate Program Director Department Chair Residency Competence and Evaluation Committee Admissions Committee	Select two exemplary residents as Chief Residents for the upcoming academic year one year in advance

Goal 2.6: Strengthen fellowship programs				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
2.6.1: Foster collaboration among department's sections	Establish communication of Fellowship Directors as a group with the Department Chair Develop a Journal Schedule for the academic year which integrates all the fellowship programs to be available at the beginning of the year.	2011, then every 3-6 months Develop a preliminary schedule for June 2010.	Fellowship Programs Directors	Report on Activities of the Fellowships at Departmental, Local and International level. Obtain a meeting success of 85%, with an assistance minimum of 75%.
2.6.2: Review the curriculum for each subspecialty area and assure it is up to date	Develop a clinical curriculum for each fellowship program. Integration of the Fellows to different basic science courses in the SOM <ul style="list-style-type: none"> • Contact the Associate Dean of Academic Affairs at School of Medicine to evaluate each course offering • Require the Clinical and Translational 	2010 2011-2012	Fellowship Programs Directors	Each Fellowship Director shares the curriculum with the Department Chair. Maintain the accreditation status which ensures adequate and up to date curriculum Each fellow participates in the Clinical and

Strategic Plan



	<p>Research Course to fellows</p> <ul style="list-style-type: none"> Require the EBM component of the Integration Seminar II course at School of Medicine 			<p>Translational Research course at least once during their training</p> <p>Each fellow participates in the EBM component of the ISII course at least once during their training</p>
<p>2.6.3: Develop research programs for trainees</p>	<p>Structure research projects</p> <p>Establish required rotations as part of the research duties of the fellowships: NIH Course, Statistics course, scientific writing, etc.</p> <p>Develop Faculty Research Skills</p> <p>Promote participation in Department's Research Conference</p> <p>Protect research time</p> <p>Accountability of</p>	2011-2013	Fellowship Programs Directors	<p>New research curriculum document</p> <p>Mandatory participation and presentation in Departments Research Conference</p> <p>Minimum of 75% Assistance to departmental conferences</p> <p>Fellows curriculum provides for the protected time</p> <p>Publications and/or</p>

Strategic Plan



	protected research time			projects produced
	Maintain a research database			Increased collaboration and development of more research projects, especially those to obtain external funding
	Appointment of a departmental scholarship committee to oversee research endeavor.			

Goal 2.7: Implement a Faculty Development Program at the Department of Pediatrics				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
2.7.1: Train our faculty so they will obtain the knowledge, skills and attitudes needed to achieve excellence as educators, leaders and researchers	Perform a Needs Assessment of Faculty Development Needs by an online questionnaire and review of accreditation requirements	2010-2013	Department Chair	Completion of the needs assessment
	Develop a Faculty Development Curriculum		Associate Director of Academic Affairs	Completion of a Faculty Development Curriculum
	Assign faculty development courses to faculty according to their specific assigned role		In alliance with faculty development program and office at the SOM	Student satisfaction as expressed in course and faculty/residents evaluation
	Coordinate the Faculty			Number of FD Workshops provided or endorsed by the Department yearly

Strategic Plan



	<p>Development Program maximizing the SOM and RCM resources</p> <p>Implement a culture of acknowledging excellent faculty educators, leaders and researchers</p> <p>Submit grants for visiting professors in specific areas of training</p>			<p>Number of faculty members and residents participating in the FD workshops yearly</p> <p>80% of compliance with attendance of faculty development courses by the teaching faculty</p> <p>Number of faculty recognized by the Department Chair on their excellence as educators, leaders and/or researchers yearly</p> <p>Grants approval</p>
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Goal 2.8: Increase Board-Certified faculty				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
2.8.1: Increase the percentage of Board-Certified clinical teaching faculty	Faculty contracts renewal contingent to Board approval when applicable	2010-2015	Department Chair Section Heads	Achieve 80% Board-Certified faculty at the Department of Pediatrics

Strategic Plan



at the Department including continuity clinics preceptors and subspecialists	Encourage the use of protected time to study for faculty members in the process of taking the certification tests.		Associate Director for Clinical Affairs	100% Board-Certified for Ad Honorem Faculty Achieve 70% Board-Certified subspecialty faculty at the Department of Pediatrics
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Goal 2.9: Assist faculty in the development of their scholastic activities				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
2.9.1: Provide faculty members with a description of approved scholastic activities	Revise AAMC standards for scholastic activities Design a list of scholastic activities appropriate for Pediatric faculty	2011	ADAA In alliance with faculty development program and office at the SOM	Document with description of approved scholastic activities is provided to all faculty members
2.9.2: Provide training to faculty in the skills needed to achieve these scholastic activities	Faculty Development in specific training areas as a preparation for scholastic activities with faculty requesting it	6 months after request	ADAA In alliance with faculty development program and office at the SOM	Number of faculty members that assist to trainings

#3 Develop and support research activities among faculty members

Goal 3.1: Develop and support research activities among Faculty members				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
3.1.1: Increase to at least 50% the number of active faculty involved in research by June 2015	Designate a Core Group to assess current status and needs	Sept 2010	Chairman Associate Chair for Research Affairs Research Steering Committee	Percent of active faculty who participate in designing, conducting, advising , or presenting results of research projects
	Report needs assessment	Dec 2010		
	Develop strategies to incentivize research productivity	June 2011		
	Strengthen and reorganize a core unit to enhance faculty and residents participation in research activities (Scientific Review and Mentorship)			
	Establish an operational support unit to develop more efficient and expeditious administrative procedures	June 2012		

Strategic Plan



	in research projects			
	Re-assign roles, allocate and protect research time to existing faculty with research skills and an approved research proposal	June 2013		
	Protect time for research activities for qualified new faculty members as negotiated at recruitment	June 2015		
	Establish collaboration with basic sciences departments, School of Public Health faculty, and Endowed Health Services Research Center	June 2012		
	Promote enrollment of faculty members in research post-graduate programs and retain them for research endeavors in the department	June 2015		
	Foster networking/ collaboration with existing and new extramural (national and			

Strategic Plan



	international) disciplinary colleague researchers.			
3.1.2: Increase by 25% the number of peer-reviewed journals publications by faculty	<p>Assess current status and needs</p> <p>In-house research training activities to improve infrastructure for study design, database design, data retrieval, analysis, and archiving</p> <p>In house training to promote development of skills in scientific communication</p> <p>In-house, hands-on training in ethical and operational issues related to research projects</p> <p>Foster intra and extra institutional networking relationships</p> <p>Provide departmental support for manuscript preparation (hardware, software, etc)</p> <p>Provide access to scientific editor services</p>	<p>June 2011</p> <p>Annual</p>	<p>Chairman</p> <p>Associate Chair for Research Affairs</p> <p>Research Steering Committee</p>	<p>Number of manuscripts accepted or published in peer-reviewed journals.</p>

Strategic Plan



3.1.3: Increase by 20 %the number of externally funded active projects.	Assess current status and needs In house training to promote external funding opportunities search In house training for grant writing Promote participation in institutional pilot projects and seed funding opportunities Establish an operational support unit to develop more efficient and expeditious administrative procedures in grant submission	June 2011	Chairman Associate Chair for Research Affairs Research Steering Committee	Number of externally funded projects
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Goal 3.2: Develop and support research activities in the Residency and Fellowship Programs				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
3.2.1: Establish a Pediatrics Research Training Committee to enhance the research skills of pediatrics residents	Designate a Pediatrics Research Training Committee (including an epidemiologist, biostatistician, basic sciences researcher and	July 2010	Chairman	Establishment of Research Committee Research Curriculum and Manual available for Residency and

Strategic Plan



and fellows	clinical researcher) Develop a Research Curriculum for all Department of Pediatrics Training Programs	Oct 2010	Research Training Committee Program Director Associate Program Director Fellowship Programs' Director	Fellowship Programs
3.2.2: Increase the number of research mentors for residents and fellows by 20%	Develop a Department of Pediatrics Research Database Establish collaborations with basic sciences and public health faculty Joint appointments with basic sciences and public health schools Recruit clinical researchers with interest in bench research	Dec 2010 2010-2012	Research Training Committee	Number or research mentors
3.2.3: Provide data analysis and scientific writing support to 100% residents/fellows'	Provide part-time biostatistician and/or establish a link with a part-time biostatistician (UPR System, etc.) Provide a scientific editor	2010-2011	Chairman Research Training Committee	Available biostatistician for residents/fellows Available scientific editor for residents/fellow

Strategic Plan



	for proposal development and article writing Prepare a database with potential funding agencies for resident/fellow projects	2010		Available Funding Agencies Database for residents/fellows
3.2.4: Increase by 25% the number of publications among resident/fellows	Yearly, 100% of senior residents should have submitted a written manuscript to Research Committee by the end of their residency training All fellows (100%) should have submitted a written manuscript to Scholarly Oversight Committee by the end of their fellowship training Select written manuscripts to be submitted to peer-reviewed journals	2010-2012	Researcher Research Training Committee Research Training Committee Program Director Associate Program Director Fellowship Programs' Director	Number of publications among residents and fellows
3.2.5: Increase by 10% the enrollment among residents & fellows in post-graduate programs related to	Offer a combined program for pediatric residents or fellows with graduate research programs	2015	Research Committee Program Director Associate Program Director Fellowship	Number of residents/fellows enrolled in postgraduate programs

Strategic Plan



research	Identify medical students and residents with interest in research careers		Programs' Director	
	Disseminate information about the availability of these programs in Pediatrics Dept to the local, national and international community			

Goal 3.3: Foster research activities among undergraduate and medical students				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
3.3.1: Increase the number of students doing research with the Pediatrics Department faculty by 20%	Undergraduate & Medical Student's Research Coordinator	Sept 2010	Chairman	Available Research Coordinator
	Develop a Database of Undergraduate and Medical Student interested in or participating in Pediatrics Research	Dec 2010	Research Coordinator	Available Database
	Promote research electives to undergraduate and medical students	2010-2012	Chairman Research Coordinator	Number of students enrolled in pediatrics research electives

#4 Development of an assessment culture

Goal 4.1: Improve and maintain the quality of the working and learning environment				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
4.1.1 Enhance the working and academic environment to safeguard the quality of life of departmental members.	Develop and provide a questionnaire assessing the most frequent inappropriate events. Educational sessions regarding the development of an adequate working and learning environment and of conflict resolution based on the questionnaire results.	July-September 2010	Department Chair Associate Chair of Clinical Affairs Departmental Uncivil Environment Committee	Development of valid questionnaire. Pilot testing the questionnaire. Number of educational sessions and number of participants with a minimum of 2 per year. 100% of faculty, residents and staff participating in orientation sessions.
4.1.2 Enforce the established mechanisms to deal effectively with inappropriate events that impact the working and learning environment	Orientation to faculty, residents and non-faculty personnel about the "Departmental Policy on Uncivil Environment." Distribute handout of Departmental Policy on Uncivil Environment to	2010-2011	Department Chair Associate Chair of Clinical Affairs Departmental Uncivil Environment Committee	Number of queries handled and resolved in compliance to the policy. Implementation of a systematic assessment calendar.

Strategic Plan



	all faculty, residents and non-faculty members.			Decrease in the number of queries received.
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Goal 4.2: Systematic assessment of the services provided through quantitative and qualitative methods				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
4.2.1: Establish a formal process of systematic assessment of the services provided.	Develop satisfaction questionnaires to be provided to students, faculty, residents, patients and staff about the services rendered in all areas where RCM personnel works. Administer satisfaction questionnaires in a systematic manner. Analyze the results of satisfaction questionnaires and develop action plans accordingly	2012	Department Chair Department's Administrator	Development of valid satisfaction questionnaires. Pilot testing the questionnaires. Implementation of a systematic assessment calendar. Analysis of questionnaires' results

Goal 4.3: Systematic formative assessment of all faculty members				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
4.3.1 Systematic formative assessment of faculty members by the Section Chiefs and Department Chair	Revision and discussion of Work Plans and Annual Reports with faculty members on an individual basis.	2011	Section Chief	Implementation of a systematic assessment calendar.
	Evaluation of the faculty performance as it relates to the educational program by the residency program.	July ,2010	Residency Program Director	Annual formative assessment of 100% of faculty members.
	Revision of faculty evaluations made by students, residents and fellows and discussion of results by the Section Chiefs and the Departmental Director.		Section Chiefs and Department Chair	
	Annual formative assessment of faculty members.		Department Chair Section Chiefs	

Strategic Plan



Goal 4.4: Support the Pediatric Residency Program Director in the systematic assessment of Interns, Residents and Fellows.				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
4.4.1 Systematic formative assessment of Interns, Residents and Fellows.	Develop evaluation tools based on clinical competences by rotation.	July, 2010	Pediatric Residency Program Director Directors of Subspecialties Training Programs	Evidence of monthly evaluations of Interns, Residents and Fellows. Evidence of Semiannual evaluations by Program director and Associate Program Director

#5 Information technology

Goal 5.1: Develop a strategy to make computers available for students, residents and faculty.

Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
5.1.1: Ensure that 100% of faculty and residents have access to a computer with internet.	Send a survey to faculty and residents to assess needs.	February-May 2010	Department Chair, Faculty, Residents	Budget assignment
	Determine equipment and facilities needed based on identified needs.	May-November 2010		100% of residents and faculty have access to computers within the department of pediatrics; either their own or shared.
	Assess 100% access to computers with follow up survey in 6 months			List of available computers in different locations at present. Survey results in 6 months

Goal 5.2: Amplify and diversify technological infrastructure for didactic and educational activities

Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
5.2.1: Increase technological resources at clinical sites	Designate technology coordinator	2010-2011	Department chair and personnel, Technology coordinator	Designation of technology coordinator
	Send a survey to assess			

Strategic Plan



	<p>infrastructure needs.</p> <p>Make an inventory of available resources per department section (didactic activities hardware) at hospital level – HOPU, RCM, Mayaguez, UPR Carolina and SOM library.</p> <p>Budget costs of hardware unavailable at clinical sites</p> <p>Negotiate with clinical sites, SOM, and CIT the installation of technology infrastructure.</p>			<p>List of infrastructure and hardware available to department personnel.</p> <p>Technological infrastructure needs assessment</p> <p>Videoconference available in a 2 to 3 way communication at least in main clinical sites</p>
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Goal 5.3: Develop and maintain effective communication with the students, residents and faculty and among all clinical sites.				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
5.3.1: 100% of students, residents and faculty with institutional email addresses.	Encourage only the use of the institutional email as the method of communication within the department.	2010	Department personnel, Department's Administrator, Residency Program Director	100% of available communication within department and clinical sites using institutional email, webpage, and newsletter with upr.edu address.

Strategic Plan



<p>5.3.2: Monthly departmental meetings, to include academic, faculty and clinical discussions.</p>	<p>Monthly departmental meetings, sections chief meetings with Chair every other month, office staff and Associates directors meetings every 3 months.</p> <p>Meeting with residents of each level by department chair every three months.</p> <p>Focal group meetings with medical students at least biannually.</p> <p>Biannual visit to clinical sites</p>	<p>2010</p>	<p>Department Chair, Associate Director of Academic Affairs, Associate Director of Clinical Affairs</p>	<p>100% participation of main faculty and residents in meetings.</p> <p>Complete visits to clinical sites as scheduled.</p>
<p>5.3.3: Development of an electronic departmental newsletter that includes faculty and residents activities.</p>	<p>Develop the infrastructure for the creation and maintenance of the web site scroll menu mentioning monthly residents and faculty activities.</p> <p>Creation of newsletter detailing residents and faculty activities and communication from the</p>	<p>2010-2011</p>	<p>Person assigned for webpage</p>	<p>100% communication with faculty and residents about department activities through web site, email, and newsletter.</p>

	department to be distributed electronically every 3 months.			
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Goal 5.4: Amplify department world wide web exposition and availability of web based education for programs.				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
5.4.1: Redesign departmental web page	<p>Create chart of web page organization, documents needed and media to be placed on web page.</p> <p>Submit content of web page for redesign to web page engineer.</p> <p>Submit forms to sections and fellowships to provide information.</p> <p>Request School of Medicine and CIT technological support for web page creation.</p> <p>Develop the infrastructure for web site maintenance</p>	August 2010	CIT Director, Dr. Jorge Muñoz	New departmental web page
5.4.2: Design a departmental logo.	Design a departmental logo	April 2010	Dr. Jorge Muñoz, Dr. Hector García	Approval of Department logo.

Strategic Plan



	Distribute suggested logo to faculty and residents for approval.			
5.4.3: Design an intranet web page (blackboard) for residency program educational purposes.	<p>Assess needs for web page from educational standpoint:</p> <p>Quizzes, department exams, surveys, self-assessments, notifications, rotation syllabi & course material, PowerPoint presentations and residency manuals</p> <p>Create prototype for blackboard page with CIT assistance and develop the infrastructure for web site maintenance</p>	October 2010	Chief Resident, Program director, CIT Director	Blackboard page for intranet use by residents and faculty

Goal 5.5: Create a departmental electronic data base				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
5.5.1: Maintain a full data base in the following areas: Academics Research Administration Community outreach Alumni and faculty information	Identify persons to provide data in a systematic fashion.	2010-2011	Department Administrator, Director of Alumni office, Assoc. Director for Clinical Affairs, Assoc. Director for Research Affairs, Assoc. Director for Academic Affairs	Have data base information in departmental webpage intranet service and hard disk
5.5.2: Create a database of books, journals, e-software, and software in the department and library.	Identify persons to provide data: Assoc. Director of Academic Affairs, Department Administrator	2010-2011	Department's Administrator, Library liaison, Person assigned to webpage	Have data base information in departmental webpage and available on hard disk

Goal 5.6: Develop a curricular program with GME, SOM, CIT and library to educate faculty and residents in computer programs and library information search literacy				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
5.6.1: Improve information literacy skills and library resources for residents and faculty.	Analyze survey sent to residents and faculty to assess skills education needed. Identify library and CIT personnel and facilities available for workshops. Include pediatric related library resources on departmental webpage. Schedule workshops	2010-2011	CIT Director, Chief Resident	Coordination of said workshops throughout next year to achieve literacy in these in at least 75% of faculty and residents interested. Have at least 3-5 workshops per year to achieve competency in different areas

Goal 5.7: Develop an ecofriendly and paperless office				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
Objective 5.7.1: Reduce paper use in the department	Completely eliminate use of paper for departmental and interoffice communications. Educate on electronic	2010-2012	Department chair Program Director Chief Resident	Decrease in monthly photocopies by 50%

Strategic Plan



	medical record when instituted in hospital.			
Objective 5.7.2: Establish a Recycle Program at the department	Identify location to take recyclable materials. Place wastebaskets for recyclable paper in both offices	December 2010	Dept. Chair, Program director	Recycle all used paper in office

#6 Social responsibility and community outreach

Goal 6.1 Assert leadership among pediatricians in PR and the community as educators, consultants and researchers				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
6.1.1: Enhance communication and interaction with pediatricians in the community.	Contact Dept. Chairs in the island to promote our Dept.	1st Trim/ 2011	Associate Director Clinical Affairs and designated committee	At least 50% Pediatric Dept. Chairs contacted
	Develop a referral protocol and contact sequence focused on ambulatory services	" 2 nd Trim/2011	Alumni Office Faculty members	Written protocol prepared and pilot tested with five referrals
	Obtain contact emails of community pediatricians to keep them posted and make ourselves available as consultants.	1st Trim/ 2011		Obtain 60% of emails of practicing pediatricians
	Develop a pocket-sized written directory and an electronic directory about programs and services available in our Dept.			Written and electronic directories published/ distributed to 60% pediatricians
6.1.2: Enhance communication with educational	Visit consortiums (2 x/ year), with Dept. Chair, Assoc. Director Academic Affairs and/or Course	Starting July 2010 First visit ¹ –	Dept. Chairman, Assoc. Director Acad Affairs & Course	Visits done at the end of each academic year

Strategic Plan



consortiums and mentors.	and Rotation Coord	July-Aug of academic year	Coordinators Community Rotations	
	During the visits: <ul style="list-style-type: none"> • Provide a written copy of the objectives of the clinical activities/rotations • Provide a copy of the evaluation forms • Conduct a needs assessment. • Discuss student and resident performance • Explore satisfaction with the student and/or resident performance • Explore recommendations for improvement 	Second visit ² – May-June of academic year	3. Assoc Dir. Acad Affairs, Res Dir, faculty, with: SOM Curric. Office & Committee	>2/3 of the faculty express satisfaction and participating in the activities
		January 2011	4 and 5- faculty	Students and residents participate in the activities
		End of acad. year	6. Assoc. Dir. Acad Affairs, Res Dir, faculty, Curr Office & Committee	>50% of students and residents participate in community activities with faculty
		entire year	7. faculty	Faculty participate in CME active
	Offer faculty dev. activities related to Course Curriculum, other topics	Start Jan/11	8-9- faculty	Videoconference is used to promote community activities
	Offer activities to recognize student and resident achievements	Dec 2010	10. Assoc Dir Acad Affairs, Res. Director	>60% community faculty participation
	Encourage participation of students & residents in	1 st sem/11		E- mail systems used for academic issues related to
		July 2010		
		1 st semester of 2011		

Strategic Plan



	<p>faculty community activities: health fairs, Cardi Day, etc</p> <p>Offer activities with CME credits for community pediatricians:3-4 activities/yr</p> <p>Encourage use of the videoconference as a means of communication</p> <p>Encourage their participation in the Departmental meetings</p> <p>Encourage use of electronic mail system for academic issues</p> <p>Encourage that community mentors obtain institutional email, access to the electronic library, online courses</p>			<p>communication outreach</p> <p>>75% communication mentors have institutional emails, access to electronic library & online course by end of academic year 2010-2011</p>
<p>6.1.3: Develop a CME program for community pediatricians.</p>	<p>Develop a needs assessment of topics in pediatrics for primary care physicians in the community.</p> <p>Develop an CME</p>		<p>Associate Director for Academic Affairs and Designated Committee</p>	<p>Completion of established CME program by at least 100 primary care physicians in the community.</p>

Strategic Plan



	<p>program on “special educational objectives not accessible to the community” (e.g. simulation, EMSC, etc.) * face to face (2 / semester; on line; dept. 1/ yr.; on site 2/ semester)</p> <p>Develop on line CME activities using blackboard</p>			<p>Attendance of at least 50 community pediatricians to face to face CME activities</p> <p>More than 75 % satisfaction with CME activities as evidenced by evaluation forms after activities</p>
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Goal 6.2 Identify the common health problems and associated educational needs in children and adolescents in the selected region/community through partnerships with community organizations/ local institutions				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
6.2.1: Identify the common health problems and associated educational needs in children and adolescents in the selected region/community	Conduct and/or obtain results of a needs assessment of common health problems and associated educational needs in the pediatric population of the selected region/community.	4th trim /2010	Departmental Community Coordinator	Prepare a list of the 5 most common health problems identified by the community
	Explore educational strategies that may be used to educate the population regarding	1st trim/2011		List 3-5 educational strategies that have been effective and 3 not effective, in the past

Strategic Plan



	common health problems by conducting focal groups with community leaders.			Pilot test results will help to choose 2-3 top strategies to be used with this community.
	Pilot test educational strategies in the community.	2 nd trim/2011		Attendance and content of activities
	Organize and offer community educational activities 2-3x/year.	3 rd , 4 th trim/2011 &		Questionnaire survey completed and pilot tested
	Develop survey to evaluate educational activities.	Jan-Feb/2012		>75% express satisfaction; >70% recognize preventive measures for common health problems in the community
	Evaluate client satisfaction and knowledge at end of educational activities.	2 nd trim/2011		
		Feb-Mar/12		

Goal 6.3 Develop emblematic community projects that enhance the physical and emotional well-being of children and adolescents.				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
6.3.1: Develop and implement at least two community emblematic projects during the next two years.	<ul style="list-style-type: none"> Prepare and submit short proposals. 	May 14, 2010	Project Faculty Committee	Proposals submitted and reviewed by: 5/14/2010
	<ul style="list-style-type: none"> Review proposals and send selected ones to Chair and faculty. 	" Before 5/21/10	Dept. Chair & faculty	Chosen and sent before May 21, 2010
	<ul style="list-style-type: none"> Chair and faculty will choose the emblematic projects at Retreat. 	5/21/10	"	Detailed activities listed
	<ul style="list-style-type: none"> Prepare action plan. 	Dec. 2010	"	Evaluation measures completed
	<ul style="list-style-type: none"> Develop evaluation instruments/methods. 	1 st trim./2011	"	List of recommendations provided in 3-4 meetings/year
	<ul style="list-style-type: none"> Coordinate meeting with partners to obtain authorization 	2 nd trim./2011	Project. Faculty/staff	Activities held, total population impacted
	<ul style="list-style-type: none"> Hold regular meetings with partners to facilitate their participation in the entire process. 	3-4x/year	"	Results: Client satisfaction, knowledge
	<ul style="list-style-type: none"> Implement project. 	Aug/10- June/11	"	Detailed results & recommendation.
	<ul style="list-style-type: none"> Evaluate impact. 	Aug- Sept./11	"	Community feedback activity.
	<ul style="list-style-type: none"> Analyze data. 	Oct-Dec/11	"	Report presented at faculty meeting
	<ul style="list-style-type: none"> Prepare final report. 	Jan-Feb/12		
	<ul style="list-style-type: none"> Present results to community. 	March/12		
	<ul style="list-style-type: none"> Present results and recommendations to faculty. 	April-May 12		

#7 Global outlook-International recognition

Goal 7.1: Increase faculty and residents participation in international scholastic activities.				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
7.1.1: Increase faculty participation in international multicenter clinical trials.	Make presentations to faculty of current on-going clinical trials. Invite young faculty to participate in new trials: apprentices. Identify and publish offerings of new clinical trials.	Dec. 2014	Established Faculty Investigators	20% Increase faculty participation in international multicenter clinical trials.
7.1.2: Increase faculty and resident presentations in international scientific meetings.	Increase participation in international scientific societies. Utilize fellow faculty's contacts for gaining access to international meetings. Promote and reward international participation	Dec. 2014	Department Chair Faculty members involved in International activities	30% Increase faculty and resident presentations in international scientific meetings.
7.1.3: Increase faculty and resident publications in international scientific journals and books.	Re-enforce current research conferences Provide statistical support	Dec. 2014	Associate Director for research Affairs	30% Increase faculty and resident publications in international scientific journals

	Promote and reward publications			and books.
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Goal 7.2: Develop a Global Health Education Program

Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
7.2.1: Incorporate to Global Health Education Consortium	Participate in Global Health Education Consortium Promote departmental activities with international focus	Dec 2010	Faculty members active in global health	Incorporation in Global Health Education Consortium
7.2.2: Participate in the American Academy of Pediatrics as a bridge into Latin America	Establish alliances with active members such as: Dr. Maritza Herrán / Case Western Dr. Marieta Vázquez/Yale Dr. Schubert - Cincinnati Children's Hospital		Faculty members active in the AAP Department Chair Residency Program Director	Become a facilitator or "bridge" for the AAP and Latin America Agreement signed with Allied institutions
7.2.3: Re-activate Dominican Republic alliances and establish new alliances with other centers in Latin America	Develop a curriculum for international residents and students Develop the infrastructure to fulfill MSC SOM requirements and steps related to international exchange programs.	June 2011	Faculty Associate Director for Academic Affairs	Rotations available

Goal 7.3: Increase departmental exposure				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
7.3.1: Contacts in academic centers	Establish collaboration with Alumni in other academic centers	June 2011	Pediatric Alumni Society	Collaboration with other academic centers
7.3.2: Identify potential mentors for residents and junior faculty	Contact Alumni in other centers	June 2011	Pediatric Alumni Society	Mentors identified
7.3.3: Identify potential training centers for fellows	Contact Alumni in training centers	June 2011	Pediatric Alumni Society	Training centers for fellows identified

#8 Physical facilities

Goal 8.1: Improve research, clinical, teaching, and administrative facilities				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
8.1.1 Improve Faculty, Fellows and Resident working environment	Evaluate HOPU facilities in terms of working space, study rooms, and call rooms	April - June 2010	Dept. Chair Assoc / Clin Affairs HOPU Faculty President	Survey: Cleaning, space available, beds, and computer access.
	Resident Survey		Chief Resident	Inspection: Call rooms- paint, cleanness, lockers, microwave, refrigerator.
	Faculty Survey		Dept. Chair Assoc / Clin Affairs HOPU Faculty President Medical Director	Study Room- Internet connectivity, wireless, new/more computers.
8.1.2 Improve clinical facilities for the Pediatric Department at "Clinica Escuela de Medicina-UPR"	Faculty Survey	August 2010	Faculty Representative to the FPP Advisory Board	Improvement in the OPD visits

Goal 8.2: New offices vs. renovation of existing offices				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
8.2.1: Determine the department's needs in terms of office space for faculty, fellows and residents.	Online Survey and Interview with Pediatric Section Chief's Review relocation plans of the HOPU with the Department Chair	May - July	Dept. Chair Assoc x Clin Affairs HOPU Faculty President Medical Director	Inventory of needs and space availability.
8.2.2 Improve technology available	Faculty, Fellows and Residents Interview Revise clinical and offices internet access, photocopy, scanner and audiovisual needs.	July - August 2010	HOPU Faculty President Department Chair	Improve Conference Room Computer availability at study rooms Wireless access in clinical areas.

#9 Management, operations and financial stability

Goal 9.1: Develop a departmental strategic plan to guide the management and appropriate use of departmental resources.				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
9.1.1: Develop a departmental strategic plan	1. Establish Strategic Plan Committee	February-May 2010	Department Chair Faculty Residents	<ul style="list-style-type: none"> • Meetings minutes • An approved Strategic Plan • 80% faculty Attendance • Meeting Proceedings
	2. Celebrate a one day Faculty Retreat	May 2010	Department Chair Strategic Plan Committee	

Goal 9.2: Restructure the departmental administrative organization in order to become more efficient and accountable to its stakeholders				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
9.2.1: Revise and update the departmental Organizational Chart according to the department's actual needs.	Revise actual organizational chart and update according to the departmental reorganization plan	February-May 2010	Strategic Planning Subcommittee	New Organizational Chart
9.2.2: Analyze and define the	Redefine administrative staff roles for	February-Sept 2010	Strategic Planning Subcommittees	Roles defined and documented in the

Strategic Plan



role of academic administrators and departmental personnel.	<p>Associate Chairs and Residency Program Director (RPD)</p> <p>Redefine the administrative staff roles of the departmental office administrative and clerical personnel.</p> <p>Establish an appropriate staffing initiative to achieve maximum efficiency at the departmental central offices</p>		<p>Associate Chairs and RPD</p> <p>Dept. Chair</p>	<p>departmental bylaws.</p> <p>Improved efficiency in all administrative tasks at the departmental office</p>
<p>9.2.3:</p> <p>Define the Duties and Responsibilities of Section Chairs of the Dept. of Pediatrics to empower them in their supervisory role.</p>	<p>Provide management training to Section Heads on administrative roles:</p> <ul style="list-style-type: none"> • Supervision / Documentation • Funds generation and management • Negotiation /Motivation • Leadership/ Meeting Management <p>Establish criteria for Section Heads designation and evaluation</p>	June-July 2010	Department Chair	<p>Section Heads being responsible for the supervision and submission of monthly assistance reports for section members, travel documents and reports</p> <p>Document: Duties and Responsibilities of Section Chairs for the Dept. of</p>

Strategic Plan



				Pediatrics Roles defined and documented in the departmental Bylaws
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Goal 9.3: Establish a sound plan for expanding the departmental financial base				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
9.3.1: Reorganize and strengthen the Pediatric Faculty Practice Plan	Appoint an Administrative Director of the Pediatric Faculty Practice Plan (PFPP)	2010-2011	Chair Subgroups	A Practice Administrator in position
	Accomplish a financial study of the PFPP			Documented financial status of all Sections
	Establish a development plan for all Sections of the PFPP			Established educational plan on how to do billing including the physician's role in the process of billing
	Standardize and provide administrative support together with the necessary resources for the subgroups' billing efforts accordingly			Identified areas of improvement in the billing process for all Sections
	Negotiate fees with Health Insurance Companies			An increase in the negotiated fees for the different

Strategic Plan



				subgroups Strengthened and effective administrative support and improvement for the billing processes
9.3..2: Improve Billing	Hire the necessary Administrative Assistants to perform billing at an optimum level Obtain the necessary technological equipment and programs, including Internet connections for billing procedures Obtain and furnish the needed office space in the hospital Improve attitudes and commitment of the medical faculty concerning billing efforts	2010-2011	Chair Subgroups	Strengthened and effective billing support system Increased number of faculty actively and effectively participating in the billing process
9.3.3: Maximize the income of the Pediatric Faculty Practice Plan	Establish a uniform contributions to the Pediatric Departmental funds by all sections, to a minimum of 10% of the	2010-2011	Chair Administrator of the PFPP Subgroups	Increased departmental funds income.

Strategic Plan



	total Section's income of services provided in the UPH, including its outpatient clinics at all clinical sites, except at the Clínica de la Escuela de Medicina, located at Reparto Metropolitano.			
	Establish consistent reimbursement efforts			
9.3.4: Expand inpatient and outpatient clinical services	<p>Negotiate with the Dept. of Health the hiring of board certified pediatricians to serve as house staff for critical areas such as ER and NICU among others.</p> <p>Encourage faculty participation in outpatient clinical services.</p> <p>Develop new outpatient intramural and extramural clinics.</p> <p>Optimize the utilization of the assigned pediatrics space and time slots at the "Clínica de la Escuela de Medicina"</p>	2010-2014	<p>Chair Administrator of the PFPP</p> <p>Subgroups</p> <p>Sections</p>	<p>Number of hired housestaff pediatricians to cover critical clinical areas</p> <p>Increase the number of faculty members participating in outpatient clinics at the FPP</p> <p>Increased number of outpatient clinics in the department -10% on Year 2, 20% on Year 4</p> <p>Improved section's and faculty income</p>

Strategic Plan



	Negotiate Faculty contributions to the Medical School Funds from incomes generated at this clinic.			
9.3.5: Establish a structured search for external resources for the department	<p>Establish an Alumni Office (AO)</p> <ul style="list-style-type: none"> • Appointment of a AO Director • Development of an Office Manual of Rules and Regulations • Development of an Alumni Database <p>Revise procedures related to donations, educational and research grants, and contracts, to make them more efficient and feasible.</p> <p>Train faculty on grant writing and provide support accordingly</p>	2010-2012	<p>Alumni Office Director</p> <p>Associate Chair for Research Affairs</p>	<p>Alumni Office in place</p> <p>Alumni Office Manual with guidelines and procedures, including management of donations/ educational grants at the dept. level.</p> <p>An alumni database</p> <p>Efficient and effective communication with Alumni</p> <p>Increased number of grants submitted and approved(See Critical Issue 3)</p> <p>Submit at least 4 grants/yr.</p>

Strategic Plan



9.3.6: Establish administrative measures geared toward the optimal use of financial resources in the department	Develop a balanced budget. Establish a systematic plan to reduce expenses at the departmental level while following the UPR/MSc administrative guidelines. Develop a sound plan for the assignment of appropriate funding for the residency program educational endeavor	July 2010	Chair Departmental Administrator	A balanced budget with specific item lines assigned for the residency program. Strict adherence to the MSC/UPR administrative rules and guidelines
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Goal 9.4: Restructure and expand the faculty selection, recruitment and retention processes in order to maintain a highly qualified faculty at all departmental clinical sites				
Objectives	Action Steps	Timeline	Person Responsible	Outcome Indicator
9.4.1: Restructure the faculty selection and recruitment processes to make it more effective and efficient	Establish clear written guidelines on the process of selection and recruitment of new faculty. Develop written clear and specific checklists and instructions in the form of a recruitment kit to be made available to all faculty members	July – August 2010	Administrator Chair Personnel Committee	Guidelines added to departmental bylaws and widely published Completed Recruitment Kit

Strategic Plan



	considering recruiting personnel.			
9.4..2: Strengthen and retain the departmental faculty.	<p>Assess areas of need and develop a recruitment plan accordingly.</p> <p>Identify and provide faculty with incentives for additional tasks following MSC rulings – protected time, compensations, bonus, etc.</p> <p>Strengthen the faculty as a whole by establishing shared responsibilities with the faculty at the UPR Hospital</p> <p>Establish strategies for the faculty to develop a close network</p>	2010-2012	<p>Chair</p> <p>UPR Hospital Chair</p> <p>Faculty</p>	<p>A recruitment plan for the department</p> <p>Faculty receiving appropriate incentives for additional tasks</p> <p>An established program of activities between the faculty at the UPR Hospital and the faculty at other sites such as UPH.</p> <p>New ventures and projects as the result of a more cohesive faculty</p>

Evaluation

The evaluation of this Strategic Plan will be carried out by the Strategic Planning Committee which will meet at least twice each semester. With each meeting, departmental leaders will provide an insight on the plan and its advances or barriers encounters. Bi-annually the faculty will receive a report on the Plan's achievements.

This Plan, as any other Strategic Plan, is a document in progress which may be modified according to evolving needs or changes that could impact the department, the school of medicine or the university system.

Approved by the Department of Pediatrics Faculty
May 21st, 2010

APPENDIXES

Strategic Planning Committee

The Strategic Planning Committee was appointed in February 2010. Its members are in alphabetical order:

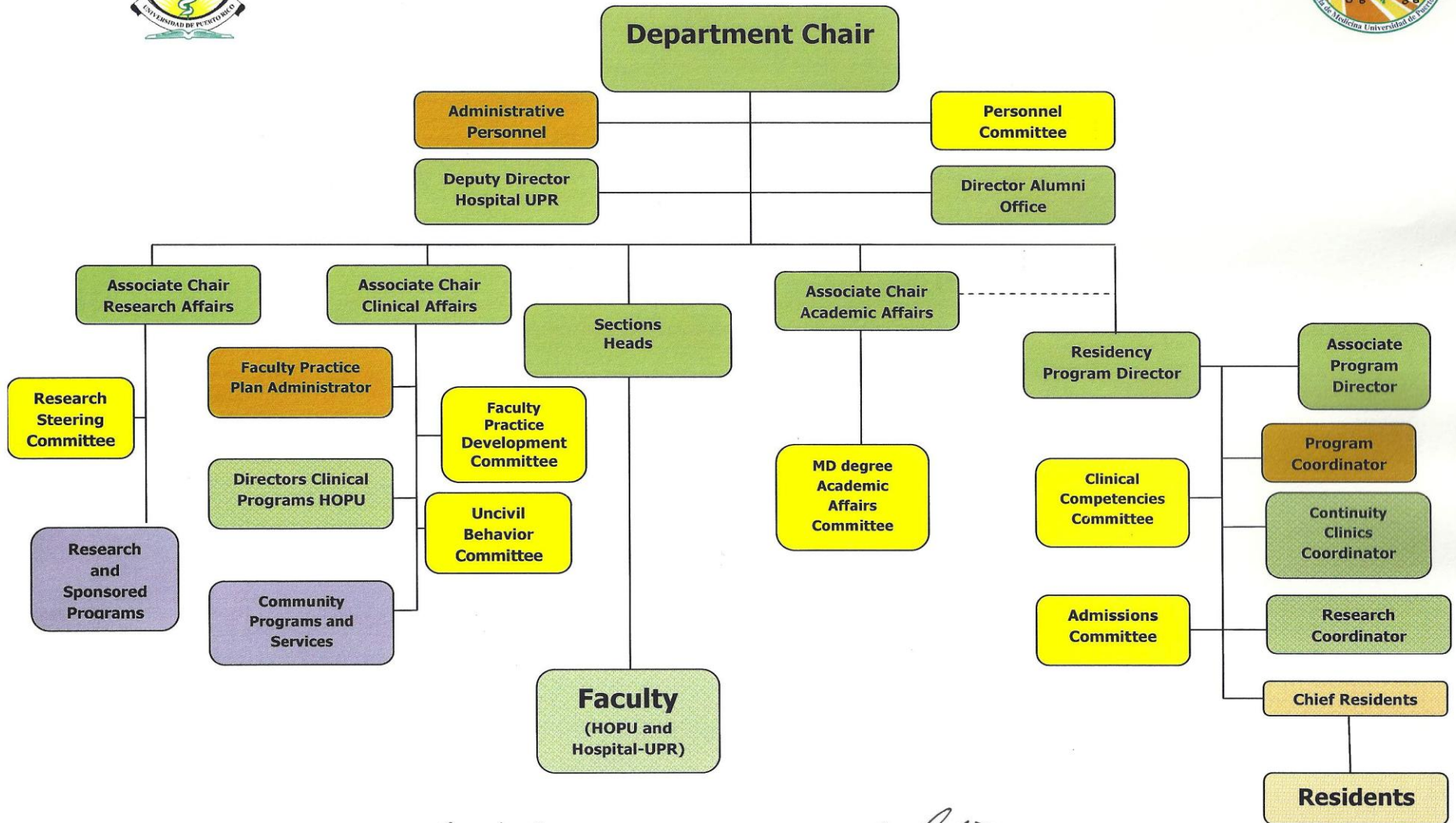
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| 1. Belinda Beauchamp | General Pediatrician, Course Coordinator, Academic administrator |
| 2. Nydia Bonet | General Pediatrician, Course Coordinator, Academic administrator |
| 3. Melvin Bonilla Félix | Department Chair |
| 4. Inés Esquilín | Infectologist, Academic administrator |
| 5. Alicia Fernández Seín | Pediatric Intensivist |
| 6. Lourdes García | Neonatologist |
| 7. Ricardo García | Intensivist, Academic administrator, Medical Director |
| 8. María del Rosario González | General Pediatrician |
| 9. Milagros Martín de Pumarejo | Emergency Pediatrician |
| 10. Brenda Mirabal | Forensic Pediatrician |
| 11. Francisco Nieves | Pediatric Endocrinologist |
| 12. Carlos Ocasio | Resident |
| 13. Idith Ortíz | General Pediatrician, Researcher |
| 14. Nerián Ortíz | General Pediatrician, Course Coordinator, Academic administrator |

Strategic Plan



15. María Padilla	General Pediatrician, Course Coordinator, Academic administrator
16. Nilda Pedraza	Administrator
17. Yasmín Pedrogo	General Pediatrician, Course Coordinator, Academic administrator
18. Ileana Rivera	General Pediatrician
19. Juan Rivera	Neonatologist
20. Nitza H. Rivera	General Pediatrician
21. Luis Rodríguez	Neonatologist, Hospital administrator
22. Debora Silva	General Pediatrician, Academic administrator
23. Carmen Laura Soto	Chief resident
24. Marisel Vázquez	Pediatric Neurologist

Strategic Plan



Approved on 5/2010

Melvin Bonilla Félix MD
 Melvin Bonilla Félix, MD
 Department Chair
 07/2010

Walter R. Frontera MD, PhD
 Walter R. Frontera, MD, PhD
 Dean

Strategic Plan



This Plan was approved on May 21, 2010