

Anestesia Al Día Inc.  
Puerto Rico School  
of Nurse Anesthetists

Institution Strategic Plan for  
Academic Years 2017-2021

July, 2017

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## **Executive Summary**

The community of the Puerto Rico School of Nurses Anesthetists, is aware of the challenges the education and the country currently face. Based in this concern, went up to the task of developing a systematic analysis to identify the endogenous and exogenous more relevant factors and transform them in measurable strategic issues that can be attended through goals, objectives and activities. Enclosed in all these considerations, an action plan for five years was set. Along with the goals, objectives and outcomes, this plan includes the timeframes for implementation, the unit responsible for its accountability and the allocated budget.

Following the SWOT analysis that was conducted as a first step before the development of the strategic plan, four main areas were identified: (1) Ensure academic supply; (2) Ensure operation and financial stability; (3) Strengthen the academic and personal support of students and; (4) Achieve better institutional positioning.

It is hoped that these four strategic issues will contribute to strengthening the institutional mission of providing nursing education programs that can meet the needs of students who choose the School as their center of study. With this, it is expected to achieve the vision of the School to be the leading institution of the country in specialized graduate studies of Anesthesia Sciences. This plan represents the effort of staff and professors that contributed to the development of goals and objectives. The monitoring of this plan will be conducted by all members of the academic community, since there are specific tasks that are assigned to each one throughout the five years that are included.

This strategic plan is presented as an additional tool to achieve the direction proposed by the School while reaffirming the appraisal of its activities as a continuous process. The following is the Strategic Plan for the academic years 2017-2021.

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### Strategic Planning Team

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## 1. Introduction

The Strategic Plan 2017-2021 is a product of the effort of the Puerto Rico School of Nurse Anesthetists (PRSNA) to project the institution's development for the next five years as one institution of excellence and quality within the field of health in Puerto Rico.

The responsibility for the implementation and success of this plan rests in the Administrative and Academic Direction of the School. To the extent that it is implemented, it will incorporate the input of faculty and students, in addition to the review by the School Direction.

The Plan emanates from an analysis of the internal and external environment within which the PRSNA will operate. The result of this analysis has led to the development of goals and objectives specifically to respond to the anticipated needs for the success of the PRSNA as an educational center that graduates high quality health professionals.

## 2. Ensure the quality of the academic offer

Our Master Science in Anesthesia is our first program in our institution, it is considered a priority to ensure the quality of our academic offering. Since the Puerto Rico Council on Education establishes specific requirements for the authorization and reauthorization of the institution, our program was designed following these guidelines. However, in the spirit of always striving for excellence, as well as providing students with the best opportunities for professional development, the Program has incorporated the American Association of Nurse Anesthetists' Guides into its internal curricular structure. In this way, these sets of criteria will be reflected in the external structure.

On the other hand, PRSNA has been working to develop new academic offerings. Following the Puerto Rico Council on Education regulations, we designed a Master degree in Nursing with Specialty in Critical Care. This new academic program will be our second graduate degree. The offering of this new academic program is planned to initiate in 2018. Moreover, to guarantee the

institutional growth, we plan to continue with the development of new academic programs (graduate and undergraduate), while recruiting excellent faculty members and staff.

The Recruitment Plan and the Faculty Manual establish the policies and processes for the recruitment and development of the faculty. In compliance with these policies, the Teaching Training Plan has been established which includes the mechanism for periodically estimating the needs for improvement or development of teaching staff as a basis for the plan.

Also, a continuous Institutional and Academic Assessment Plan has been established that covers all aspects of the program: government, curriculum, resources, faculty and students. The Institution will demonstrate its commitment to quality through a continuous process of data analysis and decision making based on its results. They will be used in budget decisions, faculty improvement projects, facilities, academic and physical resources, curriculum and teaching.

The Institutional and Academic Assessment Plan includes specific instruments for the collection of data and methodology for its analysis, through which it is expected to carry out academic and administrative monitoring and improvement. The continuous improvement of the faculty will be sought, both in the clinical update and in the pedagogical strategies. It is expected to provide students with solid academic support and clinical practice. The medical records, instructional designs, appraisal practices and the incorporation of technology in both theoretical and clinical teaching will be evaluated. Periodic estimates of faculty needs will be made, and priorities will be set for a development plan.

Aside of the institutional assessment, the Institutional and Academic Assessment plan includes the assessment of the Student Learning. This plan was developed considering the curriculum of the Master Science in Anesthesia. When new academic programs begin, an assessment plan of the students learning will be developed for each one.

Considering the importance of establishing an assessment culture, we assess, not only the student learning, but all the service areas of the institution. As a result, the development of new assessment and evaluation plans is a continuous possibility, since we work to gather the needed

evidence to determine the effectiveness of our programs and services and take assertive decisions.

### **3. Operations and financial stability**

The overall financial situation, both in Puerto Rico and in the United States and at the global level, involves maximizing and optimizing available resources, as well as austerity and efficiency without losing the quality of teaching and learning as well as an environment of Work. Strategies and criteria are used to help ensure academic offerings with the greatest possible cost effectiveness, such as sharing resources with other institutions. Efficiency will be sought with strategies such as avoiding duplication of processes and procedures and excessive structure. It will try to save costs to the student in everything that is possible.

### **4. Students' academic and personal support**

PRSNA provides students with effective academic and personal support. We seek to identify and anticipate their needs and provide direct or referral services as required. This is done, mainly, through systematic strategies of the Library and the Counseling Office, as stated in the policy established in the Student Handbook, in the description of library services and in the functions of the Counselor, Faculty and Librarian, in addition to prompt attention to requests for help and referrals from teachers.

The Institution stimulates and supports student participation in professional associations and provide information on activities, resources and others relevant to their development. It also supports the development of student activities or organizations and establish their formal participation in institutional committees. The faculty seeks to offer recognition and support for this participation.

## 5. Institutional positioning

As an initial offer of a new higher education institution, the Master Science in Anesthesia seeks to position itself as one of quality and be valued, especially within its immediate community of anesthesia nursing services and in the field of health services in general. We have achieved a recognition factor through public visibility and through the development of close ties with its internal and external community. Advantages such as centric location, access to first-rate practice facilities and the ability and experience of your faculty are some of the main attractions for new and current students, all these assets are considered important when developing new academic programs that will help to position PRSNA as an excellent institution that develops excellent professionals in the health field.

The learning experiences are used to translate into the establishment of bonds between the students, the faculty and administration in collaboration by continuous improvement and progress.

## 6. Methodology

This Strategic Plan was developed by the administrative and academic management team of PRSNA. An SWOT analysis was conducted as a first step to develop this strategic plan. Through this process, it was possible to identify areas of strength and new opportunities, aspects that are important when identifying new areas for future developments. On the other hand, the weaknesses and threads that were identified, were considered to make effective decisions for the development in the next five years.

In the external environment, the criteria of the accrediting bodies, the Puerto Rico Council on Education, the statutes that govern the practice and demand of nursing in general and the specialty of anesthesia in particular, the situation of the economy, Trends in the field of health, especially in the clinical field. In the internal environment, human, physical, academic and financial resources are considered. All these aspects guide the making of decisions and the route that the institution will continue to develop and take.

As part of the planning process, the strategic plan is reviewed once a year by the management team of PRSNA. The review is conducted to identify areas that need special attention to be able to meet the expected goals. Also, it is used to identify the actions that need to be taken or other considerations that are important to quickly identify to make needed changes.

## 7. PRSNA's Mission, Vision and Objectives

### *The Puerto Rico School of Nurse Anesthetists*

**Mission:** The mission of the Puerto Rico School of Nurse Anesthetists is to contribute to the training of nursing professionals through an education of excellence that enables them to provide clinically competent care and with humanistic sensitivity. Contribute to the strengthening of a workforce capable of responding and adapting to the rapid social changes and the health needs of diverse populations. Offer nursing education programs with high quality parameters and with the skills required for advanced practice. Serve as a teaching center for professionals to keep them updated throughout their professional careers.

**Vision:** To become an excellent institution of higher education recognized for the preparation of nurse anesthetists and other nursing professionals renowned for the quality of their practice. To develop diverse and ample academic offerings of advanced practice to facilitate health professionals' development that capacitates them to perform up to date and safe services.

#### **Institutional Objectives:**

1. To prepare nurses with the right knowledge, skills and attitudes required for delivering safe services according to professional standards and discipline regulations.
2. To provide broad opportunities for learning that promotes the development of the competencies for nursing practice.
3. To develop professionals able to respond to the needs of diverse populations, to rapid social and technological changes, and to offer high quality health services.

## 8. Institutional Strategic Action Plan for 2017-2021

Goal	Objective	Actions	Timeframe	Responsible
1. Ensure educational excellence	1.1 Implement the curriculum evaluation in accordance with the assessment plan taking into account new issues in the nursing field, general health and related fields, and develop the necessary structure for its continuous implementation.	1.1a Implement the assessment plan and report results  1.1b. Evidence of actions taken as a result of the assessment findings	Annual	- Dean of Academic Affairs  - Program Director  Chief Executive Director
	1.2 Maintain a process of continuous revision of the curriculum to incorporate new developments in clinical practice	1.2a Improve the course syllabi. Evidence of updated syllabi.  1.2b Evidence of the discussion about the incorporation of new developments in the discipline.  1.3c List of the developments incorporated.	August Annual	- Dean of Academic Affairs - Program Director
	1.3 Maintain diversification of	1.3a Reports of the Centers of Practice with evidence of the	continuous process	- Program Director  - Dean of

Goal	Objective	Actions	Timeframe	Responsible
	practice centers.	innovations made. 1.3b List of the innovations incorporated.		Academic Affairs
	1.4 Ensure a robust assessment culture that generates the needed evidence, including students' feedback and peer assessment, providing feedback to faculty members so they can improve the teaching-learning experience.	1.4a Assessment of the student learning, other academic and administrative processes. Evidence of Faculty and staff meeting minutes where assessment information was shared.	Continuous process	- Program Director - Dean of Academic Affairs
	1.5 Ensure that institutional leaders clearly communicate expectations about the teaching-learning process.	1.5a Conduct Faculty and staff meetings and prepare meeting minutes	Continuous process	- Chief Executive Office - Program Director - Dean of Academic Affairs
	1.6 Evaluate areas of need to offer new academic programs	1.6a Maintain contact with hospitals and other areas where specialized professionals are needed to identify new academic programs. Evidence of meetings and communications.	Continuous process	- President - Chief Executive Officer - Dean of Academic Affairs

Goal	Objective	Actions	Timeframe	Responsible
		1.6b Develop proposals for new academic programs to be submitted for authorization.		
	1.7 Complete accreditation processes (MSCHE, and others that can be identified) to guarantee quality of education.	1.7a Develop required documentation for accreditation processes.  1.7b Conduct self-study as required by accrediting agencies.  1.7c Maintain high quality of education and services as required by accrediting agencies.	Continuous	- Chief Executive Officer  - Dean of Academic Affairs
2. Ensure student excellence	2.1 Promote the well-being of our students as a key aspect for the academic success.	2.1a Administer needs assessment questionnaire to be completed by students.  2.1b Provide documentation about the importance of ensuring the students' well-being.	Continuous process	- Chief Executive Office - Program Director - Dean of Academic Affairs
	2.2 Maintain efforts to recruit more excellent and diverse students	2.2a Maintain the admission process and continually evaluate the procedures.	Continuous process	- Director of Admissions

Goal	Objective	Actions	Timeframe	Responsible
		2.2b Maintain updated the institutional web site and ensure it offers important information about the institution and our programs.		
	2.3 Provide initial guidance to all incoming students.	<p>2.3a Scheduling of guidelines that include hours of library services and academic and economic resources, offered before the beginning of classes, in accordance with the Student Regulations and the duties of the Counselor and the Librarian.</p> <p>2.3b Minimum of 80% satisfaction with the guidance received students.</p> <p>2.3c Attendance sheets for orientation activities.</p> <p>2.3d Photographic evidence of activities.</p>	August at January annual	<p>- Student Counselor</p> <p>- Program Director</p>

Goal	Objective	Actions	Timeframe	Responsible
	2.4 Offer activities for the development and updating of information competences.	2.4a Plan of activities for the integration of information competences into the academic curriculum.  2.4b Reports of requests and referrals for guidance and assistance received and the results of the services offered.  2.4c Minimum of 80% satisfaction with the activities carried out.  2.4d Lists of participants.		
	2.5 Respond promptly to requests or referrals from teachers for academic, financial or personal assistance.	2.5a Positive assessment of students on support structures and services.  2.5b Reports of requests and referrals for guidance and assistance.  2.5c Report of the results of the services offered.	August - September yearly	- Academic Counselor
	2.6 Estimate academic and personal needs of	2.6a Attention of needs plan and activities of	continuous process	- Academic Counselor

Goal	Objective	Actions	Timeframe	Responsible
	students in general through analysis of applications and referrals, and annual internal survey.	service to the students.		
	2.7 Provide activities such as workshops, distribution of literature or guides, or seminars on learning strategies, study techniques, preparation of reports or presentations, relaxation techniques and others, according to the identified needs.	2.7a Reports of activities carried out. 2.7b Lists of participants. 2.7c Minimum of 80% satisfaction in the evaluation of the counseling office.	November to April Annual	- Academic Counselor
	2.8 Effectively support the professional development of students beyond the classroom.	2.8a Participation of the students in committees of the Program according to the Regulation. 2.8b Organization of classes in accordance with the Regulations. 2.8c Association organization in accordance with Regulation	continuous process	- Program Director - Student Counselor - Dean of Academic Affairs - Executive Director

Goal	Objective	Actions	Timeframe	Responsible
		<p>2.8d Dissemination of information on organizations and professional activities.</p> <p>2.8e Recognition and encouragement of participation in professional organizations and activities by faculty and administration, including scholarships for academic excellence.</p> <p>2.8f Reports of logistical and resource support to student activities.</p>		
3. Institutional Excellence	3.1 Ensure adequate linkage between the Strategic Plan and the budget of the Program.	3.1 Accounts reconciliation report	continuous process	- Administrator - Comptroller Institutional
	3.2 Publish contributions and achievements of the institution to the internal and external community.	3.2a Graphic evidence of the type and quantity of communication activities (communication,	Variable according to calendar	- Director of Admissions

Goal	Objective	Actions	Timeframe	Responsible
		<p>participation in clinics, radio programs, participation in activities in the practice centers, bulletin, and Internet).</p> <p>3.2b Attendance sheets.</p> <p>3.2c Positive evaluation of students about the institution, support structures and services.</p> <p>3.2d Students' participation in activities</p>		
	<p>3.3 Cultivate ties of belonging between the students and alumni and the Institution (extracurricular activities, support programs, quality of services).</p>	<p>3.3a Record of extracurricular activities offered.</p>	<p>Variable according to calendar</p>	<p>- Director of Admissions</p> <p>- Chief Executive Officer</p>
	<p>3.4 Cultivate ties between the institution and external community</p>	<p>3.4a Offer and keep record of activities for the external community, such as health fair, presentations, sports</p>		

Goal	Objective	Actions	Timeframe	Responsible
		activities, among others.		
5. Ensure an excellent faculty	4.1 Encourage faculty members to conduct research and publish or present their findings.	4.1a Offer workshops and presentations about research and publications. Keep attendance sheets for record.  4.1b Share information about professional journals and conferences where research results can be presented. Evidence of emails and printed information shared with faculty members.	Continuous	- Program Director  - Dean of Academic Affairs
	4.2 Increase the number of faculty members with terminal degrees	4.2a Continue efforts to recruit faculty members with terminal degrees in the areas of specialization. Evidence of newspaper publications, Internet and Web site.	Continuous	- Chief Executive Officer
	4.3 Encourage faculty members to continue advanced degrees	4.3a Support faculty by providing funding to continue advanced degrees. Evidence of funding support.	Continuous	- Chief Executive Officer  -President

Goal	Objective	Actions	Timeframe	Responsible
	4.4 Provide and support professional development experiences	4.4 Offer workshops and conferences for professional development. Evidence of annual calendar for professional development.	Annually	- Program Director - Dean of Academic Affairs
	4.5 Promote an intellectual environment	4.5 Provide space and opportunities to important dialogues among faculty and students. Evidence of communications.  4.5b Provide a positive environment through clear and effective communication with faculty members. Evidence of policies and communications.	Continuous	- Program Director - Dean of Academic Affairs