

Anestesia Al Día CSP
Puerto Rico School
of Nurse Anesthetists

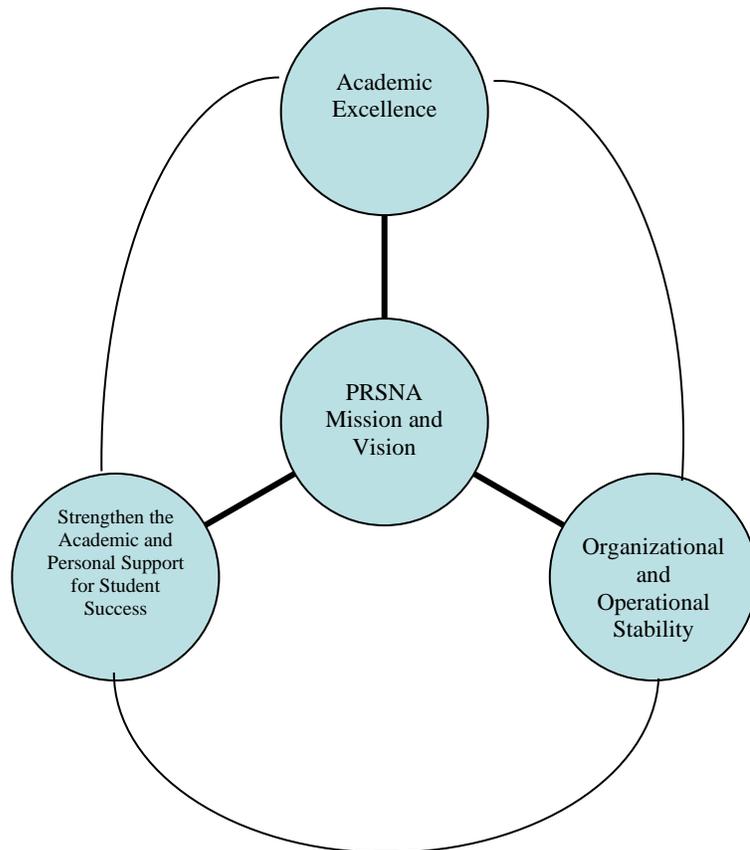
Strategic Plan for
Academic Years 2022-2026

December, 2021

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 analysis of these challenges and opportunities, three main areas were identified: (1) Academic Excellence; (2) Organizational and Operational Stability; (3) Strengthen the Academic and Personal Support for Student Success.



It is hoped that these three strategic issues will continue to contribute to strengthening the institutional mission of providing nursing and other health related education programs that can meet the needs of students who choose PRSNA as their center of study. With this, it is expected to achieve the vision of PRSNA to be a leading institution.

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 PRSNA while reaffirming the appraisal of its activities as a continuous process. The following is the Strategic Plan for the academic years 2022-2026.

Strategic Planning Team

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INTRODUCTION

The Strategic Plan 2022-2026 is a product of the effort of the Puerto Rico School of Nurse Anesthetists (PRSNA) to provide high quality education in Puerto Rico.

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

The Plan emanates from an analysis of the internal and external environment within which PRSNA operates. 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 our programs as an educational center for health professions and other programs that could be developed soon.

DESCRIPTION OF THE PLANNING PROCESS

The President, Chief Executive Officer and the Administrator outlined the phases for drafting the 2022-2026 Strategic Plan. It began by taking into consideration the Report on the achievements of the goals, objectives and strategies established in the previous Strategic Plan that was presented to the Board of Directors during the last meeting of 2021. This achievement report is limited to the period of the strategic plan 2017-2021. Within the Action Plan of this evaluation, the revision of the strategies of the objectives not achieved was recommended to align them with the compliance criteria of the Puerto Rico Board of Post-secondary Institutions, the standards of the MSCHE, ACEN and AANA.

For the situation analysis, several activities were carried out, one with the Administration and another with the faculty, these activities include a SWOT exercise to identify the strengths, weaknesses, opportunities and threats of the institution. When drafting the organization's strengths, weaknesses, opportunities, and threats, we classify them into priority areas. The priority areas help us to establish goals and objectives in all the units that make up the institution.

With the results report of the 2017-2021 Strategic Plan and the SWOT analysis, goals were established as guides by priority area to be taken into consideration in the drafting of the plan. Committees were then appointed by priority area to draft the goals, objectives, strategies, indicators, budget holders and year of implementation. To identify the resources that would support this operationalization, the necessary information was collected for the writing of assumptions that could impact enrollment, credits or the budget. The Assessment Committee was consulted and, in conclusion, the enrollment and budget projections for the period of the Strategic Plan 2022-2026 are presented.

Upon completion of the process, and the development of the 2022-2026 Strategic Plan, it was submitted for approval by the institution's governing bodies.

The next phase is to evaluate the validity of the Institution's Vision and Mission. To carry out this analysis, a template will be developed for the evaluation by component of the Mission. Then a report on the results of the evaluation will be written and presented during the first period of the Strategic Plan 2022-2026.

INSTITUTIONAL PRIORITIES

1. Academic Excellence

Since the beginnings of the institution, with the approval of our first academic program (MSA), it has been considered our priority to ensure the quality of our academic offer. Today, we have three additional academic programs that were approved during the past three years: Bachelor's degree in sciences of Nursing (BSN); Master's degree in Science of Nursing with Specialty in Critical Care (MSN) and the Doctor of Nurse Anesthesia Practice (DNAP) program. Since the Puerto Rico Board of Post-secondary Institutions establishes specific requirements for the authorization and reauthorization of our programs, all of them are designed following these guidelines. Additional, in the spirit of always striving for excellence, as well as providing students with the best opportunities for professional development, each program incorporates the specific requirements for Professional Accreditations, such as the ones established by the American Association of Nurse Anesthesiology (AANA).

On the other hand, the Recruitment Plan and the Faculty Manual establishes 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. PRSNA demonstrates its commitment to quality through a continuous process of data analysis and decision making based on its results. They are used in budget decisions, faculty improvement projects, facilities, academic and physical resources, curriculum, and teaching.

In terms of the Institutional and Academic Assessment Plan, this document 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.

2. Organizational and Operational 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 an academic offer 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 possible.

3. Strengthen the Academic and Personal Support for Student Success

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.

PRSNA 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.

PRSNA's Mission, Vision, and Objectives of the Program

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 qualifies them to perform up to date and safe services.

General Objectives:

1. Prepare nurses with the knowledge, skills and attitudes required to provide safe services in accordance with professional standards and discipline regulation.
2. Provide comprehensive learning opportunities that promote the development of competencies for nursing practice.
3. Develop professionals capable of responding to the needs of diverse populations and to rapid social, technological and health service delivery.
4. To develop nurses with the necessary values to provide a humanistic service and to assume responsibility for their own development and that of discipline.

Strategic Plan 2022-2026

INSTITUTIONAL PRIORITY: ACADEMIC EXCELLENCE

Goal	Objective	Outcomes	Timeframe	Responsible
<p>1. Strength and continue developing our academic offering to meet current employment needs.</p>	<p>1.1 Evaluate current employment needs with hospitals and other health institutions administrators.</p> <p>1.2 Maintain a process of continuous revision of the curriculum to incorporate new developments in clinical practice and comply with professional accreditations requirements</p> <p>1.3 Offer an academic curriculum that is flexible and in different modalities (online and hybrid)</p> <p>1.4 Maintain diversification of clinical practice</p>	<p>1.1 Meeting minutes of meetings with administrators</p> <p>1.2 Meeting minutes of Curriculum and Assessment Committees</p> <p>1.3 Approval of new academic programs</p> <p>1.4 New business agreements with clinical practice areas</p>	<p>Annual</p>	<ul style="list-style-type: none"> - Chief Executive Officer - Dean of Academic Affairs - Dean of Nursing - Dean of Technical School - Program Directors

Goal	Objective	Outcomes	Timeframe	Responsible
	centers.			
2. Develop and implement a marketing plan to promote our academic offerings and increase student recruitment	<p>2.1 Develop and implement a marketing plan to promote our academic offerings in United States.</p> <p>2.2 Maintain academic information of the institution updated and available through our webpage.</p> <p>2.3 Develop videos and other multimedia to promote our academic offerings.</p>	<p>2.1 Marketing plan developed and approved.</p> <p>2.2 PRSNA web page updated.</p> <p>2.3 Publication of videos through social networks and You Tube.</p>	Annual	<p>-President</p> <p>-Chief Executive Officer</p>
3. Continue working with institutional and program accreditations	<p>3.1 Develop the self-study for MSCHE</p> <p>3.2 Meet all requirements for ACEN accreditation</p> <p>3.3 Meet all requirements for COA accreditation</p>	<p>3.1 Re-accreditation with MSCHE</p> <p>3.2 ACEN accreditation</p> <p>3.3 COA accreditation</p>	Annual	<ul style="list-style-type: none"> - Chief Executive Officer - Dean of Academic Affairs - Dean of Nursing - Dean of Technical School - Program Directors - PRSNA Staff - PRSNA Faculty members
4. Strengthen our assessment and evaluation culture	<p>4.1 Develop and implement our annual Institutional and</p>	<p>4.1 Assessment committee meeting minutes</p> <p>4.1 Institutional and Academic</p>	Annual	<ul style="list-style-type: none"> - Dean of Nursing - Dean of Technical School

Goal	Objective	Outcomes	Timeframe	Responsible
to guarantee high quality in our education and administrative processes	Academic Assessment Plan 4.2 Promote diverse assessment strategies in our courses 4.3 Guarantee direct and indirect assessment strategies in all programs.	Assessment Plan Reports		- Program Directors - Faculty members

INSTITUTIONAL PRIORITY: ORGANIZATIONAL AND OPERATIONAL STABILITY

Goal	Objective	Outcomes	Timeframe	Responsible
1. Maintain physical infrastructure in optimal conditions to guarantee an effective environment for teaching-learning experience.	1.1 Identify areas to be renovated, equipment and furniture to be acquired. 1.2 Maintain all technological equipment updated. 1.3 Maintain an inventory of the simulation lab and acquire needed equipment and materials.	1.1 All areas renovated 1.2 Availability of all technological equipment 1.3 Simulation lab updated	Annual	- Chief Executive Officer - Administrator
2. Continually analyze the organizational structure to guarantee	2.1 Re-evaluate organizational structure considering the creation of new programs and	2.1 Organizational structure that meets current Institutional Needs	Annual	- President - CEO

Goal	Objective	Outcomes	Timeframe	Responsible
effectiveness in all administrative and academic processes.	accreditations.			
3. Develop and maintain appropriate technological infrastructure to support administrative and academic processes.	3.1 Guarantee the availability of effective technological infrastructure	3.1 Effective technological infrastructure	Annual	- President - CEO - IT Staff
4. Analyze current policies and procedures to guarantee transparency and effective decision making.	4.1 Develop and implement policies o guarantee effective administrative and academic processes.	4.1 All manuals and policies are updated	Annual	-CEO -Administrator -Deans -Program Directors
5. Ensure adequate linkage between the Strategic Plan and the budget of the Program.	5.1 Analyze the Strategic Plan and the Budget to guarantee linkage between both	5.2 Report of analysis 5.3 Accounts reconciliation report	Annual	-CEO -Finance Office

INSTITUTIONAL PRIORITY: STRENGTHEN THE ACADEMIC AND PERSONAL SUPPORT FOR STUDENT SUCCESS

Goal	Objective	Outcomes	Timeframe	Responsible
1. Provide students with needed guidance and support to complete their academic degree.	1.1 Provide initial guidance to all incoming students.	<p>1.1. 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>1.1 Minimum of 75% satisfaction with the guidance received students.</p> <p>1.1 Attendance sheets for orientation activities.</p> <p>1.1 Photographic evidence of activities.</p>	August and January Annual	<ul style="list-style-type: none"> - Director of Admissions and Registrar - Student Counselor - Program Directors
	1.2 Offer activities for the development and updating of information competencies.	<p>1.2 Plan of activities for the academic year.</p> <p>1.2 Reports of requests and referrals for guidance and assistance received and the results of the services offered.</p> <p>1.2 Minimum of 80% satisfaction with the activities carried out.</p>	Annual	Librarian

		1.2 Lists of participants.		
	1.3 Respond promptly to requests or referrals from faculty for academic, financial or personal assistance.	1.3 Positive assessment of students on support structures and services. 1.3 Plan of activities for the academic year. 1.3 Reports of requests and referrals for guidance and assistance. 1.3 Report of the results of the services offered.	August - September annual	- Academic Counselor
	1.4 Estimate academic and personal needs of students in general through analysis of applications and referrals, and annual internal survey.	1.4 Plan of attention of needs and activities of service to the students based on estimated realized.	continuous process	- Academic Counselor
	1.5 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 estimate.	1.5 Reports of activities carried out. 1.5 Lists of participants. 1.5 Minimum of 80% satisfaction in the evaluation of the counseling office.	November to April Annual	- Academic Counselor
	1.6 Distribute fact sheet	1.6 Booklet or distributed sheet.	continuous	- Director of Admissions

	or brochure on available helpdesks.	1.6 List of hospitals, offices or institutions visited.	process	- Administrative Assistant
	1.7 Distribute fact sheet or pamphlet on financial aid resources.	1.7 Booklet or distributed sheet. 1.7 List of hospitals, offices or institutions visited.	continuous process	- Director of Admissions - Director of Financial Aid - Administrative Assistant
	1.8 Effectively support the professional development of students beyond the classroom.	1.8 Participation of the students in committees of the Program according to the Regulation. 1.8 Organization of classes in accordance with the Regulations. 1.8 Dissemination of information on organizations and professional activities. 1.8 Recognition and encouragement of participation in professional organizations and activities by faculty and administration, including scholarships for academic excellence. 1.8 Reports of logistical and resource support to student activities.	continuous process	- Program Directors - Student Counselor - Dean of Academic Affairs - CEO
2. Achieve outstanding institutional positioning in	2.1 Publish contributions and achievements of the Program to the internal and external	2.1 Graphic evidence of the type and quantity of communication activities (social networks, participation in clinics, radio	Variable according to calendar	- Director of Admissions

the field of health education.	community.	<p>programs, participation in activities in the practice centers, bulletin)</p> <p>2.1 Positive evaluation of students about the Program, support structures and services.</p> <p>2.1 Students' participation in activities</p>		
	2.2 Cultivate ties of belonging between the students and the Program (extracurricular activities, support programs, quality of services).	<p>2.2 Plan of extracurricular activities.</p> <p>2.2 Attendance sheet</p> <p>2.3 Minimum of 80% in the evaluation of activities</p>	Variable according to calendar	- Director of Admissions