Report to UPR Governing Board - External Review of Medical School

Mayda Velasco
February 24, 2022
Purpose: to analyze specific aspects of the Medical Science School.

This kind of evaluation has the advantage of providing perspectives from outside experts. They can provide a diagnosis of areas of strengths and weaknesses, and propose plans for improvements and special opportunities given the strengths of the institution.

- Non-binding, therefore can lead to more open discussion

Advantage

- Independent evaluations are given more weight by upper management/government than to a self-study

The emphasis and purpose are different from evaluations performed by accrediting agencies or data use to determine national ranking of the institution

This type of evaluation has not been performed for the Medical Science Campus since the 1990’s
WHAT WE SHOULD CONSIDER AND WHY NOW?

- The Medical Science Campus has six schools
  - Medicine
  - Dental
  - Pharmacy
  - Nursing
  - Public Health
  - Health professionals

- Three coexisting components
  - Academic
  - Research
  - Medical services

- Competition increasing for all schools and services provided

- Significant number of opportunities, both at the state and national level
  - Increase in Medicaid funds from $400 millions to almost $3000 millions
  - Funds available to bring equity at the national level
  - Increase in research opportunities (including the private sector)
  - Economical development in P.R. includes the healthcare sector

- International alliances should be now easier thanks to long distance tools

Great sources of additional funds
Iniciativa Adicional

**EVALUACIÓN EXTERNA INDEPENDIENTE DEL RECINTO DE CIENCIAS MÉDICAS**

*El Recinto de Ciencias Médicas no es solo pilar del sistema universitario, pero es un bien público que debe ser atendido con la diligencia que amerita en beneficio de la salud del pueblo de PR.*

- Por décadas la operación del Recinto de Ciencias Médicas se ha visto afectada por factores internos y externos, sin que haya mediado una evaluación de sus impactos en su misión de ser un centro docente.

- Su relación con otras dependencias gubernamentales ha creado, desfases en la operación que deben ser atendidos con premura.

- El objetivo es realizar una evaluación externa exhaustiva de la operación completa, del Recinto de Ciencias Médicas, para así identificar áreas de oportunidad.

- Para esta evaluación se nombraría un Comité de Colaboradores externo ad honorem, expertos en distintos temas de relevancia.

- Los colaboradores no recibirán remuneración por su participación y solo se cubrirán los gastos de traslado, alojamiento y dietas durante las visitas presenciales.

- Se estima tres visitas presenciales programadas para octubre 2021, febrero 2022 y junio 2022.

- El informe final presentaría recomendaciones a ser implementadas a corto, mediano y largo plazo, en ámbitos administrativos, operacionales, fiscales y académicos.
EXPERTISE NEEDED FROM COMMITTEE MEMBERS

- Global trends in health issues and medical schools
- Hospital administration and health centers
- Federal and States funds
- Medical insurance
- Research and clinical trials
- Future needs in the health sector
- Human resources and benefits
- Development and operation of residencies and fellowship programs
- Medical entrepreneurship
- Development and implementation of new health related professions
- Leaders of professional associations related to health
- Members of “Board of Examiners of Health Professionals”

*Plus UPR Specific expertise: working details of the system, financial issues, etc.*
GUIDING ISSUES

(1) Economical sustainability and dependence on government

(2) Poverty and demographics

(3) Climate change and natural disasters
Population … predictions

- 2030: ~2.7 million
- 2040: ~2.3 million
- 2050: ~2.1 million (level of the late 1940’s)

Reduction in pool of applicants to the medical school based on children born until 2021:

<table>
<thead>
<tr>
<th>Year</th>
<th>Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>2025</td>
<td>-15%</td>
</tr>
<tr>
<td>2032</td>
<td>-30%</td>
</tr>
<tr>
<td>2038</td>
<td>-50%</td>
</tr>
<tr>
<td>2042</td>
<td>-70%</td>
</tr>
</tbody>
</table>

Population Comparison Between P.R. and a Caribbean Nation, and a U.S. Island State
The poverty level, as defined by the Department of Health and Human Services in 2017, was $20,420 a year for a family of three, or $24,600 for a family of four. The median income of Puerto Rican households was a little over $19,000 per year.
A broad spectrum of expertise needed:
- Members selected by Velasco (President of Restructuring Committee)
- Procedure included an interview, checks for possible conflict-of-interests
  - Took 4 months

The chancellor of Medical Science Campus evaluated and approved all 17 candidates in September.

All committee members:
- are not charging for their services (ad honorem)
- signed a non-disclosure agreement

All members:
- have a previous link to the UPR or Medical System of P.R.
- Interest and ability to promote the UPR Medical Science Campus in the long term, at the local, national and international level

==> Curriculum Vitae available
MEETINGS & SUB-COMMITTEES

- Total of 9 Remote Meetings since the end of Sept. of 2021
  - Monday’s from 7pm - 9pm -
- Two in-person meetings – November and February

- 5 of them before the first in-person meeting:
  - Nov. 18 (Thursday night) to 21 (Sunday morning)
  - Delay from the original date in October needed to train the committee members and take advantage of a holiday weekend (Friday, Nov. 19)

- The second in-person meeting was longer:
  - Feb. 3 (Thursday night) to 6 (Sunday all day)

- Sub-committees: (i) Administration (ii) Academic (iii) Medical Services (iv) Research … more meetings…
AGENDA
MEDICAL SCIENCES CAMPUS EXTERNAL REVIEW 2022

Thursday, February 3, 2022
- 7:00-9:00 PM – Meet and Greet

Friday, February 4, 2022
- 8:00-9:00 AM – Breakfast
- 9:00-12:00 PM – Morning Session I (External Review Members)
  o Dr. Mayda Velasco-Bonilla, President of the UPR Governing Board
    ▪ Comments on overall picture
    ▪ What have we achieved so far?
  o Dr. Franklin Carrero-Martínez, Chair
    ▪ Committees
- 12:00-1:00 PM – Lunch
- 1:00-5:00 PM – Afternoon Session I (External Review Members & Invited Speakers)
  o Dr. Ilka C. Ríos-Reyes, Chancellor UPR-MSC and/or Dr. Debora H. Silva-Díaz, Interim Dean for Academic Affairs
    ▪ Overall Picture of the Long-Range Plan of the Medical Science Campus
  o Dr. Wanda T. Maldonado-Dívila, Former Chancellor, UPR-MSC
    ▪ Current Status and Long-Range Plan of the School of Pharmacy
  o Dr. José R. Rodríguez Medina, Biochemistry Department Chair, UPR-MSC
    ▪ Current and Future investment in Research and Collaborations with the Private Sector and other Institutions
- 5:00-6:00 PM – Afternoon Session II
  o Breakout Session #1 for Committees
- 6:30-7:30 PM – Dinner
- 8:00 PM – Puerto Rico – Impact of Climate Change to Health in Puerto Rico
  o Dr. Pablo A. Méndez-Lázaro
    PR-CLIMAH (Puerto Rico Climate and Health Research Group)
    Environmental Health Department
    Graduate School of Public Health
    University of Puerto Rico-Medical Sciences Campus

Saturday, February 5, 2022
- 8:00-9:00 AM – Breakfast
- 9:00-10:30 AM – Morning Session I
  o Dr. José Seguino Barbosa
    ▪ Current Status and Long-Range Plan of the School of Public Health
- 10:45-12:00 PM – Morning Session II
  o Case Studies #1
    ▪ Mrs. Arminda “Mindy” Figueroa
    ▪ Dr. Carmen López-Rodriguez
  o Dr. Franklin Carrero-Martínez, Chair
    ▪ Working Assumptions
- 12:00-1:00 PM – Lunch
- 1:00-3:00 PM – Afternoon Session I
  o Dr. Jorge L. Fulcón-Chévere, Associate Dean for Graduate Medical Education
    ▪ Future of all Training Programs (Residents and Fellows)
  o Dr. Sherily Perreira-Morales, Associate Professor, School of Nursing, UPR-MSC
    ▪ Current Status and Long-Range Plan of the School of Nursing
- 3:30-6:00 PM – Afternoon Session II
  o Dr. Ilka C. Ríos-Reyes, Chancellor, UPR-MSC
    ▪ Current Status and Long-Range Plan of the School of Health Professionals
  o Dr. Aileen M. Torres-Maymi, Interim Dean of the School of Dental Medicine
    ▪ Current Status and Long-Range Plan of the School of Dental Medicine
  o Dr. Ivonne Jiménez-Velázquez and Dr. Osvaldo Cajigas-Rosario
    ▪ Current Status and Long-Range Plan of the School of Medicine
- 6:30-7:30 PM – Dinner
- 7:30 PM – After Dinner Session
  o Breakout Session #2 for Committees
- 8:00-9:30 – After Hours Meeting
## ATTENDANCE LIST
**Friday, February 4, 2022**

### COMMITTEE MEMBERS

<table>
<thead>
<tr>
<th>Dr. Mayda Velasco-Borilla</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Franklin Carras-Martínez</td>
</tr>
<tr>
<td>Dr. Carmen López-Rodríguez</td>
</tr>
<tr>
<td>Dr. Clyde H. Fairick-Fulá</td>
</tr>
<tr>
<td>Dr. Ene M. Bou-Díaz</td>
</tr>
<tr>
<td>Dr. Gladys Escalona-de Motta</td>
</tr>
<tr>
<td>Dr. Ilene Fumero</td>
</tr>
<tr>
<td>Dr. Jaime E. Torres-Vilá</td>
</tr>
<tr>
<td>Dr. José &quot;Pepo&quot; Huerta-Rubio</td>
</tr>
<tr>
<td>Dr. Marisa Rivera-Montalvo</td>
</tr>
<tr>
<td>Dr. Ramón Cuervas-Trías</td>
</tr>
<tr>
<td>Atty. Ángel Manuel Cuervas-Trías</td>
</tr>
<tr>
<td>Atty. Domingo Nevárez-Ramírez</td>
</tr>
<tr>
<td>Atty. Eugenio Gómez-García</td>
</tr>
</tbody>
</table>

### SIGNATURE

**Morning Session**

<table>
<thead>
<tr>
<th>Atty. José M. Camacho-Rivera</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mrs. Arminda &quot;Mindy&quot; Figuera</td>
</tr>
<tr>
<td>Mr. Alberto J. Toro-Casellas</td>
</tr>
</tbody>
</table>

### INITIALS

<table>
<thead>
<tr>
<th>Afternoon Meeting</th>
<th>Dinner</th>
<th>Late Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### COLLABORATORS

<table>
<thead>
<tr>
<th>Mr. David D. Lugo-Hernández</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms. Krystel J. Bravo</td>
</tr>
<tr>
<td>Atty. Soniemi Rodríguez-Dávila</td>
</tr>
<tr>
<td>Mr. Jayson O. Maionett-Echeverría</td>
</tr>
<tr>
<td>Atty. Milagros M. Gavilán-Pérez</td>
</tr>
</tbody>
</table>

### SIGNATURE

<table>
<thead>
<tr>
<th>Afternoon Meeting</th>
<th>Dinner</th>
<th>Late Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### GUEST

<table>
<thead>
<tr>
<th>Dr. Ilka C. Ríos Reyes, Chancellor, UPR-MSC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Deborah H. Silva Díaz, Interim Dean for Academic Affairs, UPR-MSC</td>
</tr>
<tr>
<td>Dr. Wanda T. Maldonado-Dávila, Former Interim Chancellor, UPR-MSC</td>
</tr>
<tr>
<td>Dr. José R. Rodríguez Medina, Biochemistry Dept. Chair, UPR-MSC</td>
</tr>
<tr>
<td>Dr. Pablo A. Méndez Lázaro, PR-CLIMA Health Dept.</td>
</tr>
</tbody>
</table>

#### Example – Attendance

Around 25 people were present
At least three estimates for hotels (within the list of those allowed by the university)

Selected hotel had the lowest overall cost (room, food, equipment, etc.)

All purchases made by the staff of the governing board and they followed the university rules

University rules were followed while finding and paying for the meeting venue

NO alcoholic beverages were purchase with university funds
# COST OF EACH IN-PERSON MEETING

<table>
<thead>
<tr>
<th>Fecha</th>
<th>Concepto</th>
<th>Cantidad</th>
<th>Comentario</th>
</tr>
</thead>
<tbody>
<tr>
<td>Noviembre 2021</td>
<td>Pasajes (4 roundtrip)</td>
<td>$4,388.00</td>
<td></td>
</tr>
<tr>
<td>Noviembre 2021</td>
<td>Estadía (10 habitaciones X 3 noches)</td>
<td>$4,837.20</td>
<td>Esta cantidad no considera el pago de impuestos estatales, ya que no aplica.</td>
</tr>
<tr>
<td>Noviembre 2021</td>
<td>Sesiones de Trabajo (Alimentos, Audiovisual, Servicio de Internet Dedicado, Espacio, Servicios)</td>
<td>$15,395.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Desglose Sesiones de Trabajo</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Alimentos, Espacio y Servicios</td>
<td>$10,370.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Servicio dedicado de Internet</td>
<td>$750.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Servicios de Audiovisual</td>
<td>$4,275.00</td>
<td></td>
</tr>
<tr>
<td>Febrero 2022</td>
<td>Pasajes (6 roundtrip)</td>
<td>$2,659.60</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Estadía (13 habitaciones X 4 noches)</td>
<td>$10,194.08</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sesiones de Trabajo (Alimentos, Audiovisuales [incluye grabaciones de audio y video], Servicio de Internet Dedicado, Espacio, Servicios)</td>
<td>$23,410.50</td>
<td>*Estimado La orden de compra #410035944 con fecha del 2 de febrero de 2022 que indica el total de $25,187.25 tiene la partida de cargos por servicio duplicada ($1,776.75)</td>
</tr>
<tr>
<td></td>
<td>Desglose Sesiones de Trabajo</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Alimentos, Espacio y Servicios</td>
<td>$11,335.50</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Servicio dedicado de Internet</td>
<td>$750.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Servicios de Audiovisuales - incluye grabaciones de audio y video de todas las sesiones</td>
<td>$11,325.00</td>
<td></td>
</tr>
</tbody>
</table>

*Total Primera Reunión Presencial - Noviembre 2021* $24,620.20  
*Total Segunda Reunión Presencial - Febrero 2022* $36,264.18

*La factura final se recibe luego de recibir los servicios. Esta cantidad es en base a la cotización.*

Airfare travel is in economy class

---

Many people only stay 3 nights
Note: Some of you were asking...

No “Virgin Piña Colada” was consumed at the meeting. Seems to be a jug option available of an unspecified number of ounces of *virgin piña colada* (or fruit punch), but not actually purchase.
<table>
<thead>
<tr>
<th>Código de Gasto</th>
<th>Descripción Detallada</th>
<th>Unidad</th>
<th>Cantidad</th>
<th>Precio Base</th>
<th>Importe Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>0311.01.651.0000.0000</td>
<td>Servicio de alimentos Hotel Verdana, fecha 6 febrero 2022</td>
<td>ea</td>
<td>200</td>
<td>$2.00</td>
<td>$400.00</td>
</tr>
<tr>
<td>0311.01.610.0000.0000</td>
<td>Servicio de alimentos Hotel Verdana, fecha 6 febrero 2022</td>
<td>ea</td>
<td>1</td>
<td>$250.00</td>
<td>$250.00</td>
</tr>
<tr>
<td>0311.01.610.0000.0000</td>
<td>8th Floor Terrace Hotel Verdana, fecha 6 febrero 2022</td>
<td>ea</td>
<td>1</td>
<td>$225.00</td>
<td>$225.00</td>
</tr>
<tr>
<td>0311.01.651.0000.0000</td>
<td>Servicio de alimentos Hotel Verdana, fecha 6 febrero 2022</td>
<td>ea</td>
<td>25</td>
<td>$48.00</td>
<td>$1,200.00</td>
</tr>
<tr>
<td>0311.01.651.0000.0000</td>
<td>Servicio de alimentos Hotel Verdana, fecha 6 febrero 2022, asorted soda for lunch</td>
<td>ea</td>
<td>25</td>
<td>$2.75</td>
<td>$68.75</td>
</tr>
<tr>
<td>0311.01.651.0000.0000</td>
<td>Servicio de alimentos Hotel Verdana, fecha 6 febrero 2022, asorted soda for dinner</td>
<td>ea</td>
<td>25</td>
<td>$2.75</td>
<td>$68.75</td>
</tr>
<tr>
<td>0311.01.651.0000.0000</td>
<td>Servicio de alimentos Hotel Verdana, fecha 6 febrero 2022, Meeting Package</td>
<td>ea</td>
<td>25</td>
<td>$7.75</td>
<td>$41.25</td>
</tr>
<tr>
<td>0311.01.651.0000.0000</td>
<td>Servicio de alimentos Hotel Verdana, fecha 6 febrero 2022, Meeting Package Summer Buffet</td>
<td>ea</td>
<td>25</td>
<td>$36.00</td>
<td>$900.00</td>
</tr>
<tr>
<td>0311.01.651.0000.0000</td>
<td>Servicio de alimentos Hotel Verdana, fecha 6 febrero 2022, Meeting Package Summer Buffet</td>
<td>ea</td>
<td>1</td>
<td>$250.00</td>
<td>$250.00</td>
</tr>
<tr>
<td>0311.01.610.0000.0000</td>
<td>'V'aux, audio &amp; virtual package, fecha 6 febrero 2022</td>
<td>ea</td>
<td>1</td>
<td>$3,775.00</td>
<td>$3,775.00</td>
</tr>
</tbody>
</table>
Increase in cost in Feb. with respect to Nov. is due to the need to professionally record the meeting. The recording made by our team in Nov. did not work.
FINAL REMARKS

- There are benefits from the ongoing work: grants, equipment, etc.
- The external committee is working well and is composed of 17 distinguished professionals.
- The work performed by the committee and their involvement are already benefiting the Medical Science Campus.
- Their passion, dedication and commitment to the UPR is impressive.
- I am looking forward to their full proposal and report.