



VILNIUS UNIVERSITY FACULTY OF MEDICINE ACTION PLAN

2019–2021



**VILNIUS UNIVERSITY
FACULTY OF MEDICINE
ACTION PLAN**

2019–2021

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A WORD FROM THE DEAN

Dear colleagues,

We are part of the largest and oldest institution of higher education in Lithuania, the most famous institution of research and higher education in our country, and a large and significant establishment where the most talented and brightest people in science and culture work. We are members of the honourable family of Vilnius University. Taking pride in our historically significant and glorious name, we undertake to do our best to achieve the goal of our Alma Mater becoming the best of the best internationally.

The strategic action plan developed by the Faculty of Medicine for 2019–2021 is based on the strategy of Vilnius University and enumerates the objectives, tasks and solutions that we have to implement in seeking the highest quality in research and higher education, as well as the symbiosis of these two activities. The entire Faculty was engaged in preparing the plan, and it can be implemented only through joint efforts.

I invite everyone to take an active part in the activities of carrying out the plan, to assess the tasks entrusted creatively, and to not lack motivation, curiosity and energy. Let us rejoice as members of one community even at the most modest achievements, because ambitious goals are attained only by common accord and teamwork.

Dean prof. dr. Algirdas Utkus

1. ACTION PLANNING SYSTEM

On the basis of the Regulations of the Faculty of Medicine (hereinafter referred to as the Faculty or MF), the Action Plan of the Faculty has been devised for a period of three years according to the strategic action plan of the University and the objectives and tasks of the Faculty. The Action Plan of the Faculty includes the following:

- the mission, vision and values of the Faculty;
- activities of the Faculty and the coordination of those activities;
- objectives, tasks, and key performance indicators;
- a description of the system that will be used to monitor the Action Plan.

The Dean of the Faculty of Medicine (hereinafter referred to as the Dean) is responsible for the implementation of the Action Plan.

The Action Plan is to be implemented by the whole community of the Faculty of Medicine. The administration of the Faculty, which is controlled by the Dean, and the heads of the institutions of the Faculty are to organise and coordinate the activities of the community.

The Dean is accountable to the Faculty Council and the Rector for the implementation of the Action Plan of the Faculty.

2. MISSION, VISION AND VALUES OF THE FACULTY

The mission of the Faculty of Medicine is to in a highly professional manner guide qualified, creative, and critically thinking health care specialists in the assimilation of medical and health care studies at all study cycles, the practice of fundamental and applied scientific research on a high international level in the field of medicine and health care, and work in experimental and technological development.

The vision of the Faculty of Medicine is to be a globally renowned Lithuanian medicine and health science and study centre that is an active participant in the processes of the health and education and scientific policy operating alongside the leading European universities of medicine and healthcare.

Values (operating principles) of the Faculty of Medicine. The activities and relations of community members are based on the following key principles (values):

- 1) freedom of science, research, creation and lecturing;
- 2) morality;
- 3) unity between research and studies;
- 4) promotion of the moral, cultural, experimental, social, economic and technical development of society;
- 5) strengthening international partnerships;
- 6) ensuring the quality of activities;
- 7) solidarity, cooperation and respect between community members;
- 8) coordination of the interests of internal organisational units of the Faculty and cooperation between them;
- 10) publicity;
- 11) transparency in distributing and using resources and taking other decisions;
- 12) equal opportunities and competition, as well as other universally accepted principles of academic ethics;
- 13) responsibility to the people and country of Lithuania, as well as openness and accountability to society.

3. PRIORITY ACTIVITIES AND THEIR COORDINATION

In implementing the mission of the Faculty and making efforts to ensure that the vision of the Faculty becomes a reality as soon as possible, the Faculty directs and focuses its academic and administrative activities for 2019–2021 on three strategic priorities:

- **EUROPEAN FACULTY:** the development of science and internationalisation of studies;
- **THE FACULTY PROMOTING LITHUANIA:** increasing the economic, social and cultural capital of the country;
- **THE FACULTY MOTIVATING ITS COMMUNITY:** the improvement of academic activity, administrative work, and study conditions.

| Strategic priority | Priority activities | People in charge |
|--------------------|--|--|
| I. | 1. Development of scientific research at an international level, attraction of academic talent | Heads of the institutes together with the head of the Research, Innovation and PhD Studies Division (hereinafter referred to as RPhD) |
| | 2. Development of studies and PhD programme internationalisation | The Vice Dean for Studies together with the heads of the Studies Division and RPhD |
| II. | 3. Studies training students to act resourcefully under the conditions of global competition in Lithuania | The Vice Dean for Studies and the Vice Dean for Post-graduate Studies together with the head of the Studies Division |
| | 4. Enhancement of the social activity of the Faculty | The head of the Communications Division |
| III. | 5. Improvement of research and study conditions | The Vice Dean for Studies, the Vice Dean for Supplementary Studies, the Vice Dean for General Affairs and Strategic Development, together with the heads of institutes and the heads of the RPhD and Study Divisions |
| | 6. Improvement of working conditions | The Vice Dean for General Affairs and Strategic Development |
| | 7. Improvement of management and e-administration | The Vice Dean for General Affairs and Strategic Development together with the heads of the General Affairs Division, the Communications Divisions, the Study Division, and the RPhD Division |

4. OBJECTIVES, TASKS AND INDICATORS OF PRIORITY ACTIVITIES

PRIORITY ACTIVITY I. IMPROVEMENT OF SCIENTIFIC RESEARCH AT AN INTERNATIONAL LEVEL; ATTRACTION OF ACADEMIC TALENT

Table 1. Objectives and tasks of Priority Activity

| Objective | | Task | |
|-----------|--|-------|--|
| 1.1 | According to the QS ranking, the Faculty ranks at least 300th. | 1.1.1 | To increase the number of publications at an international level. |
| | | 1.1.2 | Optimise the system of developing research projects and creating international groups of scientists according to the activities carried out by the institutions. |
| | | 1.1.3 | To form a science development fund and create a system of distributing it on the basis of internal competition. |
| 1.2 | Development of research partnerships with foreign universities and faculties. | 1.2.1 | To increase the number and duration of scientific sabbaticals of the staff of the Faculty of Medicine in foreign countries. |
| | | 1.2.2 | To increase the number and duration of sabbaticals of foreign scientists at the Faculty of Medicine. |
| 1.3 | Engaging foreign scientists who correspond to categories R3 and R4 (according to Euraxess profile descriptors) in the research activities of the Faculty as permanent and/or visiting researchers. | 1.3.1 | To draw up an action plan and set up a fund to attract academic talents. |
| 1.4 | Enhance skills of researchers | 1.4.1 | To develop the skills and competences of researchers in the spheres of academic writing, organisation of scientific research, project management, commercialisation of science, and ethics of publication. |

| No. | Indicator | KPI in 2021 |
|-------|--|--|
| 1.1 | Place of the Faculty of Medicine according to the QS ranking | Not lower than 300th |
| 1.1.1 | Number of publications at an international level | At least a 10 per cent increase (comparing the 2021 indicators with those of 2018) |

| | | |
|------------|--|--|
| | Percentage of scientific publications at an international level prepared in cooperation with foreign partners (in per cent) | At least 30 per cent in 2021 |
| | Number of published articles that are among the 10% best publications in the world (https://www.scimagojr.com/journalrank.php?category=2701&wos=false) | At least a 10 per cent increase |
| 1.1.2 | The number of international research projects | At least 15 by 2021 |
| | Number of international groups of researchers | At least a 10 per cent increase (comparing the 2021 indicators with those of 2018) |
| 1.1.3 | Founding of Science Development Fund | By 2021 |
| 1.2 | | |
| 1.2.1 | Number of scientific sabbaticals of the staff of the Faculty of Medicine in foreign countries | At least a 10 per cent increase |
| 1.2.2 | Number of sabbaticals of foreign researchers at the Faculty of Medicine | At least 5 per year |
| 1.3 | Number of foreign researchers who correspond to categories R3 and R4 working at the Faculty of Medicine | At least 10 researchers |
| 1.4 | Number of joint applications for national and international projects | At least a 5 per cent increase |

PRIORITY ACTIVITY II.

ENHANCEMENT OF INTERNATIONALISATION OF STUDIES AND PHD PROGRAMME

Table 2. Objectives and tasks of Priority Activity

| Objective | | Task | |
|------------|---|-------|---|
| 2.1 | To create an international study environment in the Faculty that meets the standards of the leading European universities | 2.1.1 | To publicise all relevant information (about studies, research and administration) in Lithuanian and English. |
| | | 2.1.2 | To draw up a plan for integrating foreign lecturers into study programmes at the Faculty of Medicine. |
| | | 2.1.3 | To form teams of international consultants (on research and studies) |
| | | 2.1.4 | To set up a fund to promote the internationalisation of studies |

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|------------|---|-------|--|
| 2.2 | To increase the number of students and resident physicians who participate in mobility programmes | 2.2.1 | To increase the number of subjects in the study programmes at the Faculty of Medicine taught in a foreign language. |
| | | 2.2.2 | To increase the number of students of the Faculty of Medicine who take part in mobility programmes (partial studies and/or practical training abroad). |
| | | 2.2.3 | To increase the number of resident physicians who take part in mobility programmes (partial studies and/or practical training abroad, participation in conferences). |
| 2.3 | To expand the possibilities for international studies at the Faculty and in foreign countries and to increase the number of study and clinical practice sites abroad. | 2.3.1 | To create legal, management, and other conditions necessary to fully implement a medicine study programme in a city in Germany. |
| | | 2.3.2 | To increase the number of clinical sites in Germany, the USA and Israel. |
| | | 2.3.3 | To create legal, management, and other conditions for citizens of the USA to study in the Medicine Study Programme at the Faculty of Medicine. |
| 2.4 | To considerably increase the number of foreign doctoral students and post-doctoral trainees, as well as the number of doctoral students who take part in mobility programmes. | 2.4.1 | To increase the number of doctoral students at the Faculty of Medicine who go to foreign centres at least once during their years of studies. |
| | | 2.4.2 | To attract international doctoral students and post-doctoral trainees to the Faculty. |

| No. | Indicator | KPI [YEAR] |
|------------|---|--|
| 2.1 | | |
| 2.1.1 | Updated website of the Faculty of Medicine in Lithuanian and English; | All relevant information is publicised in two languages and on an annual basis; |
| 2.1.2 | Number of visiting foreign lecturers | At least 6 foreign lecturers per year. |
| 2.1.3 | A team of international study consultants approved by the Council | International study consultants who take an active part in the internationalisation of study remotely and come to the Faculty of Medicine twice a year; 2019 |
| 2.1.4 | Fund for the Internationalisation of Studies has been set up | 2019 |
| 2.2 | | |
| 2.2.1 | Number of subjects taught in a foreign language | At least 5 per cent of the total ECTS number in all study programmes; 2021 |

| | | |
|------------|--|--|
| 2.2.2 | Number of students of the Faculty of Medicine participating in mobility programmes | An increase of at least 10 per cent; 2021 |
| 2.2.3 | Number of resident physicians who take part in mobility programmes | An increase of at least 10 per cent; 2021 |
| 2.3 | | |
| 2.3.1 | Providing medical training in a city in Germany | Beginning of studies in 2020, admission: 150 students |
| 2.3.2 | Number of clinical sites in Germany, the USA and Israel. | At least 3 in each country |
| 2.3.3 | Medical training for citizens of the USA. | Beginning of studies in 2019, admission: at least 15 students |
| 2.4 | | |
| 2.4.1 | Percentage of the doctoral students who have left for a post-doctoral internship from the number of holders of doctoral theses | 10 per cent of doctoral students who are holders of doctoral theses. |
| 2.4.2 | Number of foreign students admitted for post-doctoral internship. | 1-2 post-doctoral students |

PRIORITY ACTIVITY III.
STUDIES TRAINING STUDENTS TO ACT RESOURCEFULLY
UNDER CONDITIONS OF GLOBAL COMPETITION IN LITHUANIA

Table 3. Objectives and tasks of Priority Activity

| Objective | | Task | |
|------------|--|-------|---|
| 3.1 | To reconstruct the process of integrated studies and studies of the first and second cycles according to a student-oriented training paradigm. | 3.1.1 | To reconstruct the entire study process according to a student-oriented training paradigm (including residency studies). |
| | | 3.1.2 | To transfer a major portion of the material necessary for theoretical studies to the VLE (Virtual Learning Environment). |
| 3.2 | To reconstruct the process of residency studies according to the paradigm of acquiring tiered (staged) competences. | 3.2.1 | To prepare and implement the project of acquiring tiered (staged) competences in residency studies. |
| | | 3.2.2 | To rearrange the committees of residency studies according to the new needs of the residency studies paradigm. |
| | | 3.2.3 | To create a system of accreditation of managers of residency sites and residency and improve the qualification of the supervisors of residents. |
| 3.3 | To create and put into action a system of monitoring and assisting the professional (practical) improvement of students. | 3.3.1 | To establish a simulation centre and put it into action in the study process. |

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| 3.4 | To create and put into action a system to strengthen the pedagogical competences of lecturers. | 3.4.1 | To provide educational training for academic staff. |
| | | 3.4.2 | Lecturers' trips to deliver lectures at institutions of higher education in foreign countries. |

| No. | Indicator | KPI [YEAR] |
|------------|---|---|
| 3.1 | | |
| 3.1.1 | Study plans and descriptions of the subjects of all study cycles have been updated | By 2020 |
| 3.1.2 | Percentage of electronic material, lectures/subjects in the VLE | At least 50 per cent by 2021 |
| 3.2 | | |
| 3.2.1 | All the aims of the project of acquiring tiered (staged) competences in residency studies have been fulfilled. | By 2021 |
| 3.2.2 | All the committees of residency studies have been rearranged according to the requirements of the model of tiered studies | By 2021 |
| 3.2.3 | A functioning system for the accreditation of supervisors of residents and supervisors of residency sites and improvement in the qualification system for supervisors of residents. | By 2021 |
| 3.3 | | |
| 3.3.1 | A simulation centre has been set up and put into action. | Simulations of at least one ECTS are included in teaching each clinical subject |
| 3.4 | | |
| 3.4.1 | The number of training sessions of academic staff to develop pedagogical competences | At least twice per year |
| 3.4.2 | The number of lecturers who go to deliver lectures at institutions of higher education abroad. | At least 6 lecturers per year |

PRIORITY ACTIVITY IV. ENHANCEMENT OF THE SOCIAL ACTIVITY OF THE FACULTY

Table 4. Objectives and tasks of Priority Activity

| Objective | | Task | |
|------------|---|-------|---|
| 4.1 | To strengthen the social significance of the Faculty. | 4.1.1 | To implement the project entitled Improvement in the Competences and Qualifications of the Physicians of Vilnius University . |
| | | 4.1.2 | In accordance with the Faculty's specificity and possibilities, to become engaged in social projects and activities that benefit society. |
| | | 4.1.3 | To encourage volunteering. To keep account of voluntary activities. |

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|------------|--|-------|--|
| 4.2 | To increase public access to the Faculty's heritage. | 4.2.1 | To catalogue the collection of the museum. |
| | | 4.2.2 | To open the exhibits of the museum to the public. |
| | | 4.2.3 | To develop a strategy for attracting new collections and exhibits. |
| 4.3 | To create and make active a network of the alumni of the Faculty of Medicine | 4.3.1 | To devise a plan to attract the alumni. |
| | | 4.3.2 | To draw representatives of the alumni of the Faculty of Medicine into all collegial bodies for the management and coordination of academic activities. |
| | | 4.3.3 | To establish a procedure for alumni to provide support to the Faculty. |

| No. | Indicator | KPI [YEAR] |
|------------|--|---|
| 4.1 | Greater social significance of the Faculty of Medicine. | 2021 |
| 4.1.1 | Completion of project | 2020 |
| 4.1.2 | Number of projects and activities in which members of the community of the Faculty take place. | Three events per year |
| 4.1.3 | Number of students and employees engaged in voluntary activities. | The number is unknown. Analysis will need to be done. |
| 4.2 | The Museum of the Faculty of Medicine has been put in perfect order and opened to the public. | 2021 |
| 4.2.1 | Collections and exhibits are put in order in accordance with the rules laid down by the Lithuanian Museum Association. | June 2020 |
| 4.2.2 | Number of tours organised | To increase by 10% |
| 4.2.3 | A plan to attract collections and exhibits has been developed and approved by the Dean. | June 2020 |
| 4.3 | A society for the alumni of the Faculty of Medicine has been set up. | 2021 |
| 4.3.1 | A plan to attract alumni has been devised and it has been put into action and approved by the Dean. | March 2020 |
| 4.3.2 | Number of bodies that manage and coordinate academic activities in which alumni have been engaged. | One per year |
| 4.3.3 | A procedure for alumni to provide support to the Faculty has been established. | 2021 |

PRIORITY ACTIVITY V. IMPROVEMENT OF RESEARCH AND STUDY CONDITIONS

Table 5. Objectives and tasks of Priority Activity

| Objective | | Task | |
|-----------|--|-------|--|
| 5.1 | To improve the conditions for bio-medical research | 5.1.1 | To implement the project entitled Establishment of Population Bank of Vilnius University . |
| 5.2 | To create and put into action a system for monitoring the implementation of study programmes. | 5.2.1 | To define the essential quality indicators of study programmes and to establish monitoring and assessment (as well as international) levels. |
| | | 5.2.2 | To put into operation a feedback mechanism (including graduates) that enables study programmes to be assessed from the aspect of human resources. |
| | | 5.2.3 | To increase (at various levels) the participation of the Faculty of Medicine in international organisations that seek to ensure a sustainable quality of studies. |
| 5.3 | To create and put into action systems for establishing the profitability of the study programmes and an account of the pedagogical workload. | 5.3.1 | To prepare methodology for assessing and rating the profitability of study programmes, requirements for the profitability of new study programmes, and conditions for providing support to the financially weakest programmes. |
| | | 5.3.2 | To prepare methodology to keep track of the workload of educators (including work done by supervisors of residents). |
| 5.4 | To strengthen academic ethics and improve dispute settlement. | 5.4.1 | To implement measures to publicise the activities of the academic ethics and dispute settlement commissions of the Faculty of Medicine and provide administrative support to these commissions. |
| | | 5.4.2 | In cooperation with the heads of the institutes and Vilnius University Students' Representation of the Faculty of Medicine to implement the plan of joint action to strengthen academic ethics and improve dispute settlement |

| No. | Indicator | KPI [YEAR] |
|-------|--|------------|
| 5.1 | | |
| 5.1.1 | Operating a population bio-bank at Vilnius University | 2021 |
| 5.2 | | |
| 5.2.1 | Defined indicators of study quality approved by order of the Dean. | 2019 |

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|------------|---|---|
| 5.2.2 | The Faculty of Medicine conducts its own survey of student feedback. | At least 10 per cent of subjects in each study programme, not less than once per year. |
| 5.2.3 | Participation in international higher education and study organisations and associations. | At least once per year to take part in the meetings, conferences, and other events organised by associations and organisations. |
| 5.3 | | |
| 5.3.1 | Methodology to assess the profitability of study programmes has been developed. | 2020 |
| 5.3.2 | Methodology to keep track of the workload of educators (including the supervisors of resident physicians) has been developed. | 2019 |
| 5.4 | | |
| 5.4.1 | Updated information on www.mf.vu.lt ; the decisions of commissions are publicised. | 2019 |
| 5.4.2 | Plan of joint activities with Vilnius University Students' Representation of the Faculty of Medicine. | 2019 |

PRIORITY ACTIVITY VI. IMPROVEMENT OF WORKING CONDITIONS

Table 6. Objectives and tasks of Priority Activity

| Objective | | Task | |
|------------|---|-------|---|
| 6.1 | To create and put into action a staff management and motivation system. | 6.1.1 | To prepare procedures to motivate staff, including the encouragement of pedagogical activity, scientific research, and non-academic work. |
| 6.2 | To improve competences of managers. | 6.2.1 | To prepare and implement a manager improvement programme that has been coordinated with the Human Resources Division of the University. |
| 6.3 | To increase the competitiveness of non-academic staff and quality of services being provided. | 6.3.1 | To enforce the standards of service recommended by the Human Resources Division of the University. |

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| 6.4 | To expand the infrastructure necessary to carry out academic activities, create new jobs, and improve current jobs. | 6.4.1 | To continue carrying out the project entitled The Establishment of the Medical Science Centre of Vilnius University. |
| | | 6.4.2 | To develop and implement the project entitled Pharmacy of Vilnius University. |
| | | 6.4.3 | To complete the reconstruction of lecture rooms. |
| | | 6.4.4 | To equip places for students' individual work. |
| | | 6.4.5 | To equip a self-service reading room for students. |
| | | 6.4.6 | Rearrangement of the Faculty's security system to optimise the functioning of the Faculty's infrastructure. |
| | | 6.4.7 | Reconstruction of previous library of the Faculty of Medicine for administrative use. |

| No. | Indicator | KPI [YEAR] |
|------------|---|------------|
| 6.1 | | |
| 6.1.1 | A description of the procedure has been prepared and approved | 12-2019 |
| 6.2.1 | Two seminars each year | 12-2019 |
| 6.3 | | |
| 6.3.1 | The standard has been implemented (each year at least 90% of new employees are selected through competition) | 12-2019 |
| 6.4 | | |
| 6.4.1 | A contractor has been selected and construction work is under way | 12-2021 |
| 6.4.2 | University pharmacy is operational. | 2021 |
| 6.4.3 | Six classrooms and one 184-seat amphitheatre lecture hall have been equipped. | 08-2019 |
| 6.4.4 | As many as 54 workplaces for students' individual work have been equipped | 08-2019 |
| 6.4.5 | A reading room has been equipped in the reconstructed library, books have been moved | 08-2019 |
| 6.4.6 | Electric locks have been installed at the Faculty of Medicine (21 Čiurlionio Street) and the security post has been eliminated. | 08-2020 |
| 6.4.7 | The Library has been reconstructed | 05-2020 |

PRIORITY ACTIVITY VII. IMPROVEMENT OF MANAGEMENT AND E-ADMINISTRATION

Table 7. Objectives and tasks of Priority Activity

| Objective | | Task | |
|------------|---|-------|--|
| 7.1 | To optimise the structure of the Faculty, paying special attention to the activities of the institutes and strengthening relations with university hospitals. | 7.1.1 | To optimise the internal structure of the institutes by preparing a description of the procedure for founding, reorganising and liquidating units that have no separate administrative rights and defining the functional and legal interaction of the institutes with the administrative division of the Faculty of Medicine and university hospitals. |
| | | 7.1.2 | To prepare drafts of amendments of regulations of the Faculty of Medicine and statutes of university hospitals to provide the possibility for managers of the Faculty and the Clinical Medicine Institute ex officio to participate with the rights of a member in the activities of collegial management bodies of hospitals and the possibility for managers of university hospitals to take part in the activities of collegial management bodies of the Faculty. |
| | | 7.1.3 | To prepare a description of the procedure for academic staff jobs, defining the criteria and rules for establishing a position at the institutes of the Faculty of Medicine. |
| 7.2 | To optimise the coordination and management system for academic activities. | 7.2.1 | To create an information system for monitoring and publicising research activities and prepare a report form for scientific activities of the Faculty that satisfies the requirements in the legal acts of the University. |
| | | 7.2.2 | To optimise the structure of the management of the entire study process, clearly defining the responsibilities and functions of each member of the system. |
| 7.3 | To maximally expand the use of information technologies and mobile devices in all fields of activity of the Faculty. | 7.3.1 | In cooperation with the ITPC, to implement in the Faculty a multifunctional portal (e-researcher, e-lecturer, e-student, e-administrator) that is also adapted for use on mobile devices. |

| No. | Indicator | KPI [YEAR] |
|------------|---|------------|
| 7.1 | | |
| 7.1.1 | A description of the procedure for establishing, rearranging and liquidating the internal units of the institutes | 2019 |
| 7.1.2 | A draft amendment of the regulations of the Faculty of Medicine | 2019 |

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| 7.1.3 | A description of the procedure for establishing academic staff positions | 2019 |
| 7.2 | | |
| 7.2.1 | A scientific activity report form | 2019 |
| 7.2.2 | A responsibility assignment matrix of study process management | |
| 7.3 | | |
| 7.3.1 | A multifunctional portal that also operates on mobile devices | 2021 |
| | Remote e-registration for training courses for physicians. | 2020 |
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5. SYSTEM OF MONITORING AND IMPLEMENTING THE ACTION PLAN

The Action Plan Monitoring Group (hereinafter referred to as APMG) headed by the Dean must monitor the implementation of the Action Plan. The group consists of:

- the Dean,
- Vice Deans,
- the advisor to the Dean,
- the administrator of the Dean's Office (who is in charge of planning meetings and taking the minutes of the meetings).

The APMG is also in charge of setting up groups of 3–5 employees responsible for the implementation of separate tasks of the Action Plan, of appointing group leaders, and of establishing authorisations and responsibilities in implementing specific tasks of the Action Plan.

Not less than once per quarter, the APMG will organise meetings at which members will listen to the reports of working groups and assess the progress of implementing the Action Plan.

The principles of the activities of the APMG and its working groups are as follows:

- identification of the problem being solved (**why is it necessary to do that?**),
- formulating the task to be achieved (**what to do and how to do that?**),
- monitoring and measuring the implementation of the task (**what has to be done, what resources are to be used, and when the task should be completed**).

The composition of the working group for implementing the task of the Action Plan (up to 5 people):

- the leader who has powers delegated to him/her by the Dean to take decisions necessary for the implementation of the task;
- the administrator (for planning meetings of the group and taking the minutes of the meetings);
- an expert on the activity;
- the person who requested that the task should be done;
- representatives of other interested groups.

FACULTY OF MEDICINE ACTION PLAN

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