

فقيه.

كلية فقيه للعلوم الطبية Fakeeh College for Medical Sciences



A PLAN TO REALIZE OUR VISION

SECOND “COMMUNITY ENGAGEMENT PARTNERSHIP PLAN”

“Mojtamaih TWO”

2021 - 2025

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Fakeeh College for Medical Sciences

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Professor Mohammed-Salleh M. Ardawi
PhD, DSc, MBA, MMed, FRC Path
The Dean

Message from the Dean

The “Second Community Engagement Partnership Plan” (2021-2025) (Mojtamaih Two) at Fakeeh College for Medical Sciences (FCMS) focuses on understanding the health needs of the community, measuring and evaluating health awareness, health promotion, and developing collaborative programs that result in health promotion and wellness. A shift is being made toward community engagement by focusing on health awareness, promotion, prevention, wellness, chronic diseases prevention and patients education. Effective population health education and promotion calls for building and sustaining strong partnerships with various sectors of the local community and the community at large. The talent, capabilities, and commitment of the faculty staff members at FCMS together with our students and others with previous experience in community engagement activities, inherent as an integral part of the education

and clinical training at both FCMS and Dr. Soliman Fakeeh Hospital (DSFH). These will definitely create the right mix to ensure the contribution of FCMS and DSFH to community engagement activities into flexible and customized population health promotion, prevention, and wellness programs. The impact of such programs can be significant due to the strength of the relationship between the community with FCMS and DSFH. Thus, the “Community Engagement Partnership Plan” supported by all needed resources at FCMS and DSFH is working to establish successful community health promotion and awareness initiatives and improve population health and promote wellness. Accordingly, the pace of implementation of the plan requires creativity in collaborative relationship and new funding with support resources between FCMS, DSFH and other contributors from the local community and the community at large.



Within that context, the FCMS has developed the “Second Community Engagement Partnership Plan” (2021-2025) in alignment with the Third “Strategic Plan” of FCMS and Vision 2030 and the NTP in KSA. This plan is expected to harness the commitment and expertise of faculty staff members to ensure the achievements of its Four Community Engagement Directives and resulting Goals. The current plan provides a focus on the identified community engagement partnership activities and programs at FCMS and DSFH; thus, the community engagement becomes a part of the development of both the FCMS as a higher education organization and the local community and involves creating trust, building capacity, and working together. This definitely will increase access, better information and understanding, sense of involvement and better outcomes at the level of the community.

My sincere appreciation to every individual who contributed to the evolution of this plan and sincere gratitude and appreciation to the Chairman of the Board of Trustees (BOT) of the FCMS, who has been instrumental in supporting the College in its community engagement planning and development. The work has just started, and I am very confident that we at FCMS with the support of DSFH, will achieve the goals of this plan to enhance the activities and programs of community engagement partnership with a lasting positive impact on healthcare delivery in our local community and the community at large. This document is an overview of the second “Community Engagement Partnership Plan” of FCMS and is considered a “living” framework to guide the success of the College in its endeavors in community engagement activities and related programs.

Vision

“To be one of the leading Medical and Health Sciences College in Saudi Arabia, fostering innovation and achieving educational and training excellence”

Mission

“To prepare qualified compassionate graduates in medical and health specialties according to national and international educational standards, contributing to scientific research and community services”

The Core Values (based on our islamic values and culture and in accordance with global academic standards)

- Integrity
- Innovation
- Compassion
- Equality
- Quality focus
- Student focus

Strategic Directives

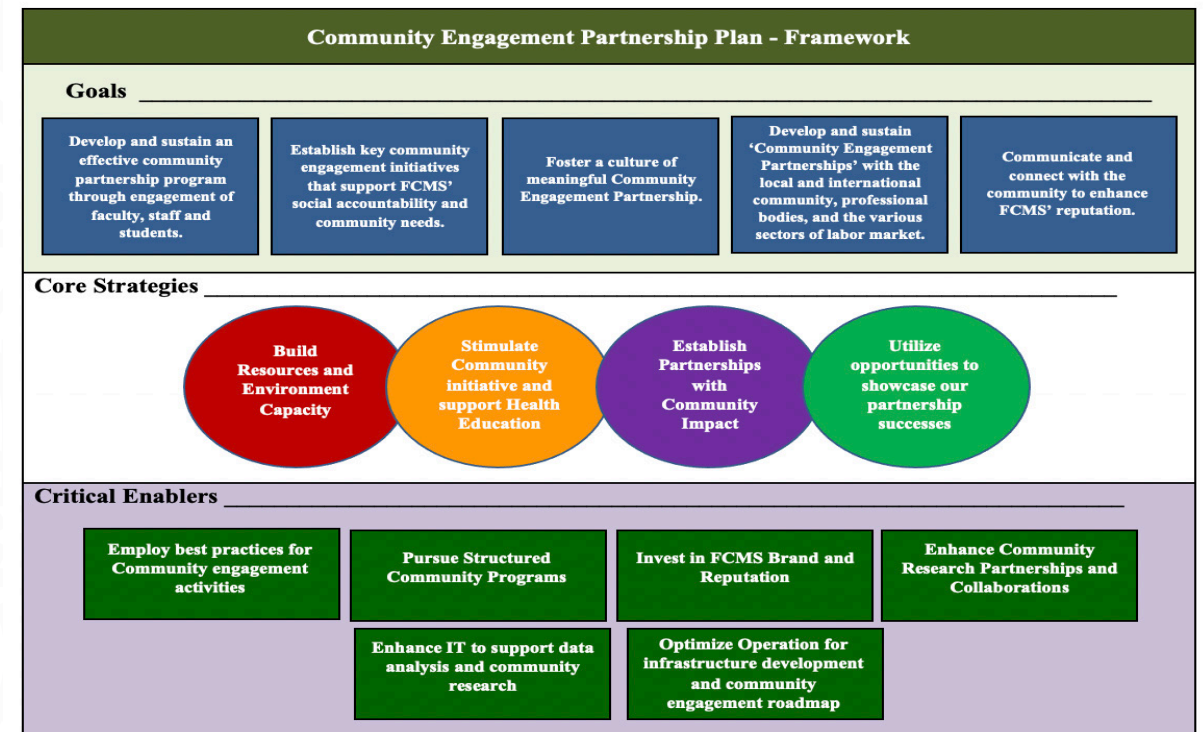
- Strategic Directive: 1** Build Resources and Environment Capacity.
- Strategic Directive: 2** Stimulate community initiatives and support health education.
- Strategic Directive: 3** Establish partnerships with community impact.
- Strategic Directive: 4** Utilize opportunities to showcase our partnership successes.



The academic programs offered by FCMS are in alignment with the general philosophy and guidance of the MOE that embraces the Vision 2030 of the Kingdom. Thus, the Second “Community Engagement Partnership Plan” (CEPP) at FCMS, is to make major advances and successes in the development of various progressive initiatives to support community engagement partnership activities and programs to support the local community and the community at large. This is enhanced by providing more financial support, policy guidance and operational mechanisms in accordance with the “Mission” of the College. This plan is a direct response to the various transformation drivers, the anticipated high expectations from higher education by the stakeholders and the accreditation agency in the Kingdom – namely the National Center for Academic Accreditation & evaluation (NCAAA). Thus, the FCMS has embraced the approach focused on the planning process adopted at FCMS in alignment with the “Third Strategic Plan” of FCMS (2021-2025). Identification of the community engagement partnership initiatives and priorities is followed by outlining the agreed upon community engagement goals. Collectively, all the planning stages are translated into a series of strategies and required action steps with needed tasks, clear responsibilities, timelines and the use of appropriate Key Performance Indicators (KPIs).

Accordingly, the second “Community Engagement Partnership Plan” articulated a set of (5) “Community Engagement Goals” to be met by the FCMS to realize the vision and “Mission” of the College over the coming five years (2021-2025). A total of 18 objectives were identified for the 5 community engagement partnership goals covering the building of community engagement partnership directives, with 28 projects to be completed during this plan.

The community engagement partnership goals will enable the FCMS to fulfill the College principles of excellence, integrity, respect and inclusion, commitment to service and solving the local health priorities and beyond. This will definitely bring a new synergy with our community engagement in transforming activities community needs to help improve the health promotion and wellness.





2.1. FCMS third 'Strategic Plan' (2021-2025) Vision, Mission and Core Values

- **The Vision**
"To be one of the leading Medical and Health Sciences College in Saudi Arabia, fostering innovation and achieving educational and training excellence."
- **The Mission**
"To prepare qualified compassionate graduates in medical and health specialties according to national and international educational standards, contributing to scientific research and community services."
- **The Core Values (based on our islamic culture)**
 - Integrity
 - Innovation
 - Compassion
 - Equality
 - Quality focus
 - Student focus

2.2. FCMS Second "Community Engagement Partnership Plan" (2021-2025) "Mission" and "Strategic Directives"

- **The Mission**
"To offer collaborative and interdisciplinary community engagement partnership activities and programs to promote health awareness and wellness."
- **FCMS Community Engagement Partnership Strategic Directives:**
 - Strategic Directive 1** Build Resources and Environment Capacity.
 - Strategic Directive 2** Stimulate community initiatives and support health education.
 - Strategic Directive 3** Establish partnerships with community impact.
 - Strategic Directive 4** Utilize opportunities to showcase our partnership successes.

Section 2 FCMS Vision, Mission and Core Values



3.1 Philosophy

In the Kingdom of Saudi Arabia (KSA), the Ministry of Education (MOE) is considered to be one of the pillars of progress and of the development plans of the Kingdom in alignment with Vision 2030 and the National Transformation Program (NTP). In the Saudi system of higher education, the community engagement partnership activities and planning had to face several challenges in the past few decades: the first challenge has come from the rapid pace of progress in the Saudi society; the dramatic changes in literacy, improved family income, modernization and changes in population demography, health improvement, and migration. These internal changes could not have occurred without the influence of external forces such as globalization, the emergence of a more open economy, industrialization and knowledge explosion and different community engagement needs and development. Although, these developments have influenced the changes in Saudi platform at the level of MOE, but the real pressures on its institutes, including the FCMS, and thus community engagement partnership planning should come from the beneficiaries. Indeed, in recent years, the FCMS has made many strives to improve on its facilities and infrastructure to serve the activities and programs of community engagement partnership. Moreover, the FCMS has taken several initiatives through its Third "Strategic Plan" (2021-2025), including that covering community engagement partnership. Thus, the second "Community Engagement Partnership Plan" (2021-2025) (Mojtamaih Two) at FCMS, is to make major advances and successes in the development of various progressive initiatives to support community engagement partnership activities and programs to promote health and wellness in the local community and the community at large. This is enhanced by providing more financial support, policy guidance and oper-

ational mechanisms in accordance with the "Mission" of the College and in alignment with Vision 2030 of the Kingdom. However, there is a long way to go to achieve the needed goals in this area. Accordingly, the FCMS has put out a very ambitious "Community Engagement Partnership Plan" in order to:

- Promote community engagement partnership environment to support community engagement partnership activities and program in health promotion, prevention and wellness of the local community;
- Strengthen FCMS infrastructure, productivity and medical education in the areas of community engagement;
- Address selected community engagement partnership activities and priorities integrated with community needs;
- Implement best practices-structure, incentives, and requirements of successful community engagement partnership activities program in collaboration with national and international partners.

Accordingly, the future plan at FCMS will encourage the creation of various activities and programs to enhance community engagement innovation, and development to result in the appropriate outcomes and outputs of such activities in the College. Finally, it is important to understand the planning of the community engagement partnership activities and processes and the approach used in finalizing the current plan, with a wide participation of all stakeholders in a culture of quality assurance and continuous performance improvement.

3.2 A Plan for the future

The driving factors for designing a "Community Engagement Partnership Plan" (2021-2025) at the FCMS coalesced around six key drivers of transformation in community engagement activities and programs: community engagement access and infra-

structure, use of technologies, integration with healthcare industry, governmental regulations, local and national interaction, together with funding resources and risks [Figure 1]. From the inception of its Community Engagement Partnership Planning process, the FCMS has selected the same approach adopted in the development of its “Third Strategic Plan” “TATWEER TWO” (2021-2025). All should be related to the growth and de-

velopment of the FCMS. The “Community Engagement Plan” of FCMS is also distinguished by its inspiration and ambition to inculcate a culture of excellence in community engagement partnership activities and programs with high performance improvement. Finally, mechanisms to monitor achievements of the “Community Engagement Partnership Plan” should be in place and implemented accordingly.

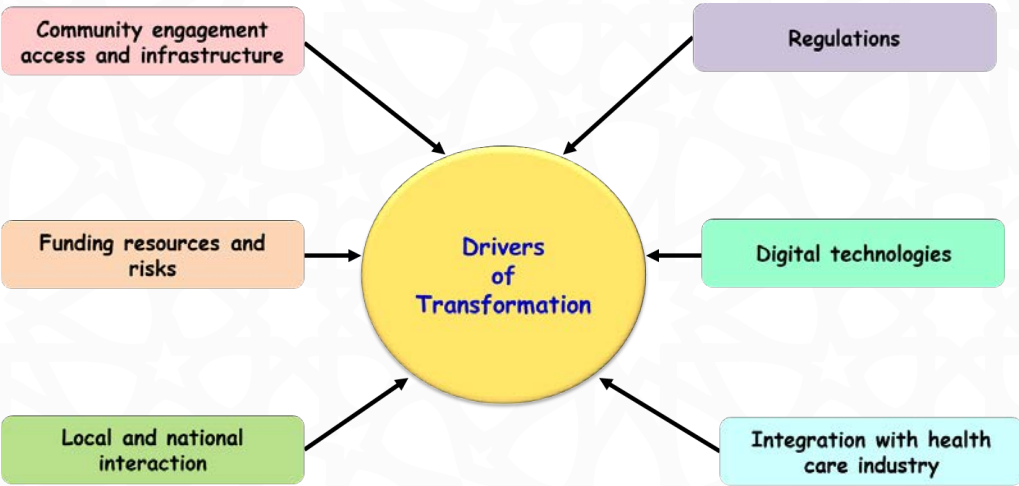


Figure 1: Drivers of Community Engagement Transformation at FCMS

3.3 The plan for planning

In response to the accreditation requirement, the FCMS has started its comprehensive planning journey for its second “Community Engagement Partnership Plan” to realize the future community engagement partnership activities development, progress and growth within the College in the incoming 5 years (2021-2025). It is clearly obvious that effective planning processes supported by stringent quality assurance system are both essential elements for achieving and sustaining accreditation in relation to the activities and programs of community engagement partnership.

Accordingly, a culture of community engagement partnership thinking and planning within FCMS is considered one of the major goals of FCMS to be achieved during this “Community Engagement Partnership Plan” the latter will impact positively on the activities, programs and the environment and infrastructure within the College and its educational programs. To this end, the FCMS generated a continuous chain of actions and tasks at different planning time domains with milestones and deliverables recognized in the planning process [Figure 2].

In starting the journey of strategic planning of the second “Community En-

agement Partnership Plan” for FCMS (covering the coming five years, 2021-2025), achievements and challenges of the previous Community Engagement Plan (2017-2020) were reviewed and were taking into consideration as part of the preparatory information and data to support the formulation of the second “Community Engagement Partnership Plan”. One of the major

priorities of this “Community Engagement Partnership Plan” is the institutional and programs accreditation of FCMS by the NCAAA and the positive community engagement and services impact at the national level and beyond. Wide participation of stakeholders (including faculty staff members, staff, students, community members, other

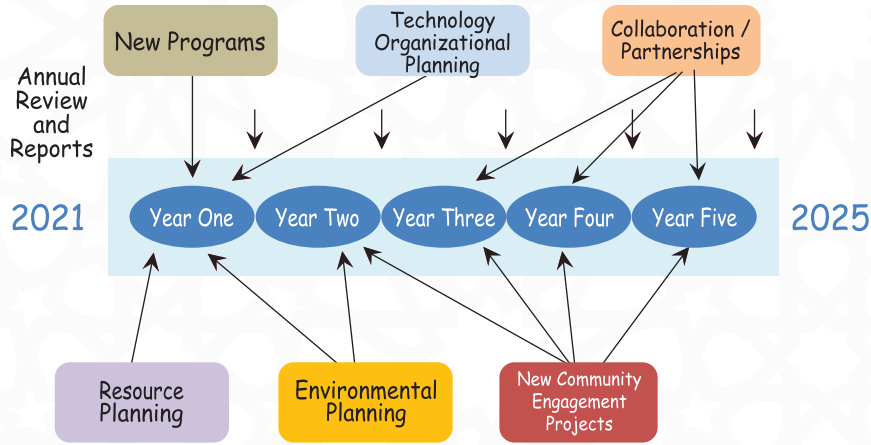


Figure 2: Planning time domains for the second “Community Engagement Partnership Plan” of FCMS

institutes) in the journey of “Community Engagement Partnership Planning ” was ensured. A comprehensive self-study was generated by engaging all departments and units of the College. Such engagement generated recommendations to be considered for implementation. Moreover, the development of the current “Community Engagement Partnership Plan” is in alignment with the “Third Strategic Plan” of FCMS (2021-2025). Both the “Third Strategic Plan” of FCMS and the second “Community Engagement Partnership Plan” are not merely documents, but reflect processes of interaction, discussion, thinking, planning, action and monitoring. It is anticipated that the completion of the second “Community Engagement Partnership Plan” document will

be a life one at the heart of the “Third Strategic Plan” of the FCMS.

The “Strategic Planning Steering Committee” (SPSC) is responsible for monitoring the implementation of the second “Community Engagement Partnership Plan” for FCMS, covering the coming five years. The membership of the SPSC is drawing members from various units and departments of the College. The SPSC sets the strategic directions for the College including those related to community engagement Partnership activities and programs to provide guidance, streamlining activities and framework for implementation of the “Community Engagement Partnership Plan”. The SPSC was chaired by the Dean of FCMS and



adopted the following guiding principles in the planning process that will:

- Encourage contributions by wider audience participation from both internal and external stakeholders.
- Foster collaboration, teamwork and adaptive flexibility to decrease bureaucracy, work obstacles and conform with timelines.
- Promote academic excellence to build and sustain capacity across the various programs and academic activities within FCMS and beyond.
- Embody the highest degrees of integrity and transparency using an open-ended communication system.

Relevant internal and external stakeholders of FCMS were identified and contributed to the development of the second "Community Engagement Partnership Plan". Internal stakeholders included leadership, Board of Trustees (BOT) members, faculty staff members, administration staff members, students and other College employees. External stakeholders included the employers, alumni, members of the community and other affiliated institutes together with external academic consultants.

3.4 FCMS Community Engagement Partnership Plan, Goals and Objectives:

Goal-1: Develop and sustain effective community partnership programs through engagement of faculty, staff and students.

Objectives and Projects:

- 1.1 Ensure faculty staff members' collaboration with community partners for applied research for problem-solving purposes.
 - Engage faculty staff members in community-based participatory research and activities.
 - Focus on enhancing community well-being through research processes.
- 1.2 Establish motivational strategies to ensure faculty staff members and staff commitment towards community engagement activities.
 - Establish an award system for faculty staff members engaged in community-based research and activities.
- 1.3 Encourage students in community engagement activities.
 - Establish a mechanism to guide students' engagement participation in community engagement in learning.
 - Develop community engagement projects according to the educational background of students.

1.4 Allocate resources and annual budget to support community engagement activities.

- Prioritize resources to support community engagement initiatives.

Goal-2: Establish key community engagement initiatives that support FCMS' social accountability and community needs.

Objectives and Projects:

- 2.1 Direct the education, research, and service activities towards addressing the priority health concerns of the community.
 - Encourage community-based research (CBR) with the purpose of achieving social change and social impact.
 - Share institutional resources and expertise and provide students experiential learning opportunities beyond traditional classes.
- 2.2 Provide professional development and continuous education programs that contribute to meeting the community engagement needs.
 - Develop a structured framework and mechanism for conducting health education programs based on needs.
- 2.3 Develop and implement community outreach awareness programs.

- Implement effective educational programs for communities to prevent disease and injury, improve health and enhance the quality of life.

Goal-3: Foster a culture of meaningful Community Engagement Partnership (CEP).

Objectives and Projects:

- 3.1 Ensure leadership commitment towards 'Community Engagement Partnership' initiatives.
 - Establish mechanisms that ensure management support to 'Community Engagement Partnership' initiatives within FCMS.
 - Review and improve the organizational framework to support community engagement initiatives within FCMS.
- 3.2 Build 'Community Engagement Partnerships' that augment FCMS' strategic priorities.
 - Implement FCMS's community engagement strategy through its various divisions, departments and programs.
 - Build Community Engagement Partnerships with national and international collaborators.
- 3.3 Strengthen and expand the existing relationships with FCMS and its partners through formal processes.

- Establish strong and enduring partnerships with communities based on mutual respect.
- Maintain transparency in communicating with internal and external stakeholders.

3.4 Establish a clear mechanism for providing support to FCMS Community Engagement Partnerships.

- Ensure that Community Engagement Partnership initiatives are supported by systems, policies, practices and governance arrangements across FCMS.

Goal-4: Develop and sustain 'Community Engagement Partnerships' with the local and international community, professional bodies, and the various sectors of labor market.

Objectives and Projects:

4.1 Develop and implement a 'Community Engagement Partnership Plan'.

- Develop a 'Community Engagement Partnerships' based on institutional strategic priorities.

4.2 Perform an on-going assessment of partnership activities for assuring quality.

- Develop a mechanism for assessing the effectiveness and regular improvement of community engagement partnership activities.

4.3 Initiate 'Community Engagement Partnership' with international community institutions, various scientific and professional bodies and labor market.

- Consider the development of sustainable and ethical partnerships with local, national and international community institutions.

Goal-5: Communicate and connect with the community to enhance FCMS' reputation and branding.

Objectives and Projects:

5.1 Improve FCMS' capability to share information and more efficiently coordinate community engagement activities both internally and externally.

- Review and update the scope of function and availability of resources to 'Community Service Unit'
- Adopt an open communication strategy with internal and external stakeholders.
- Ensure an open and inviting campus to the community.

5.2 Reinforce a culture of accessibility and inclusivity through appropriate practices and initiatives.

- Communicate with various community groups and their health care needs.
- Establish a Community Advisory Team (CAT) including membership from community leaders and representatives ensure inclusion of all targeted categories.

5.3 Utilize opportunities to showcase our partnership successes internally and externally.

- Develop a mechanism to publicize the achievements internally and externally.

5.4 Develop and maintain a database to track and report on FCMS' community engagement achievements.

- Develop an annual community engagement portfolio and publicize it through FCMS's website which is accessible for the internal and external stakeholders.
- Develop a database on community engagement initiatives and programs.



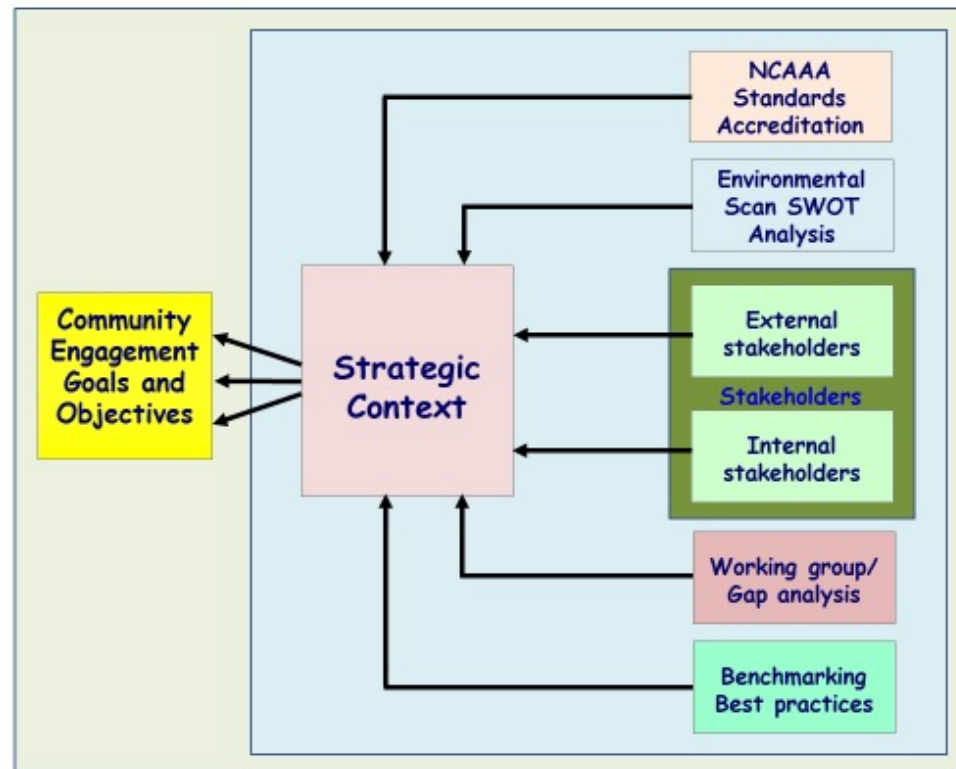


Figure 3: Implementation of the second "Community Engagement Plan" and organizational responsibility

The main responsibility of the implementation of the "Community Engagement Partnership Plan" lies with the leadership and top management as well as the heads of departments and units within the College. The SPSC will be instrumental in following up and monitoring the implementation of the second "Community Engagement Plan" for the FCMS during the coming five years. The BOT together with the "College Council" are involved in the review process of the plan. The Council membership will include: the Dean, Vice Deans, Head of departments, three senior faculty staff members and student representatives. The "College Council" is supported by the Quality and Accreditation Unit (QAU) and the SPSC. The SPSC is

responsible for the operational side of the second "Community Engagement Partnership Plan" implementation in collaboration with various champions of each project, whereas the QAU monitors, and follows up the various projects as per timelines and deliverables.

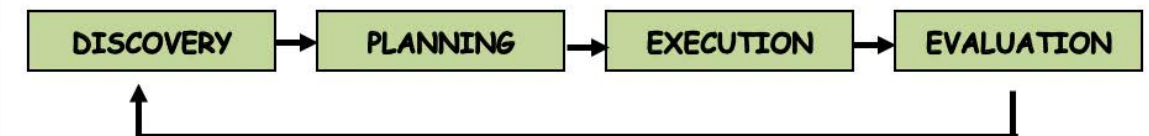
3.5 Framework used for developing goals for FCMS "Community Engagement Partnership Plan"

Following the careful analysis of the community engagement activities and programs so an environmental scan was done with SWOT evaluation for FCMS, and in light of the "Third Strategic Plan" of the College

including its mission, vision and strategic goals, the SPSC yields four Strategic Directives for the second "Community Engagement Plan" for the FCMS.

The planning process of the second "Community Engagement Partnership Plan" (2021

- 2025) is based on lean methodologies and encompasses the following phases:



The planning process incorporates the following stages, repeated in cycles, to take full advantage of the diverse insights and knowledge base of all stakeholders

within the FCMS and beyond, and it is in total alignment with the "Third Strategic Plan" (2021-2025) of the FCMS.

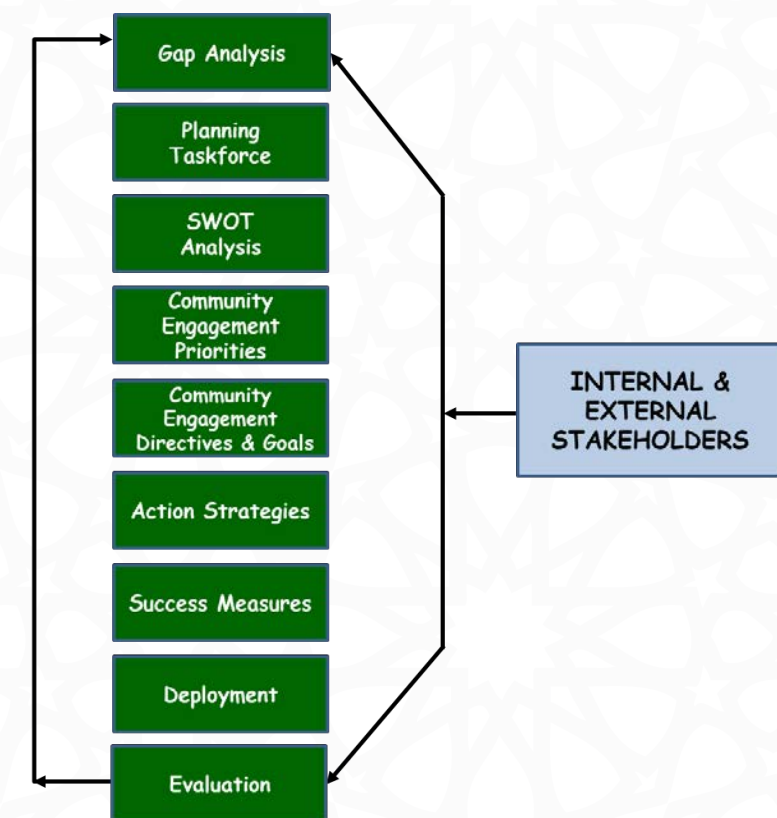


Figure 4: Framework used for developing community engagement goals for FCMS "Community Engagement Partnership Plan"

3.5.1 Community engagement directive 1: Build resources and environmental capacity.

For this directive, the FCMS will focus on enhancing the quality of the needed environment and infrastructure supporting community engagement activities and programs with operational efficiency throughout its medical educational programs. In doing so, excellence and academic quality, must be recognized, and enforced at the levels within the activities and programs of community engagement. Applying the highest quality assurance standards and best practices and ensuring the full compliance with the NCAAA accreditation standards. But the excellence strived by the FCMS goes beyond these requirements and aims for well organizational and administrative structure supporting the activities and programs of community engagement and performance improvement. This aspiration will distinguish the FCMS from its peers in the Kingdom. In alignment with its “Third Strategic Plan”, the current community engagement plan directives will ensure access of both academic staff members and students to the needed resources and facilities for community engagement activities and programs. Finally, the leadership of the College will invest into the provision of all

needed resources to be ready for the conduct all planned activities and programs of the community engagement plan.

3.5.2 Community engagement directive 2: Stimulate community initiatives and support health education.

This directive will be a distinctive feature of the College among its peers in the Kingdom. It will show a continuous commitment to provide needed activities and programs by the community as part of the community engagement partnership plan covering areas in health promotion, prevention and wellness as well as addressing chronic diseases and continuous medical education within the local community. Such activities will be in alignment with the identified learning outcomes of the various medical education programs delivered by the FCMS. In addition, it is hoped that the network of community engagement activities established by FCMS will contribute positively to the improvement of healthcare delivery in the community. This directive will also focus its programs and service activities on meeting the many needs of the Makkah region and the community at large. The goal is to become recognized as one of the leading university colleges in health and medical sciences in the kingdom, engaged in community engagement and services.

This directive will also focus on adopting the very best management practices and operational efficiency. This will be reflected on providing the appropriate environment to ensure the availability of the best opportunities to all academic staff members and students within the College to conduct community engagement activities and programs. This directive involves a sustained effort to provide the appropriate facilities and resources needed to accommodate recent development in the delivery of community engagement activities and programs using advanced technologies and practices. This also entails the recruitment of highly qualified and distinct faculty staff members with appropriate skills, experience and resources using the facilities and technology in the delivery of activities and programs of the “Second Community Engagement Partnership Plan”. Concurrently, a comprehensive quality assurance and continuous performance improvement system will be enforced throughout the environment of the College and its operational and administrative management to ensure the appropriate nurturing and retention of such distinct contribution to the plan.

3.5.3 Community engagement directive 3: Establish partnerships with community impact.

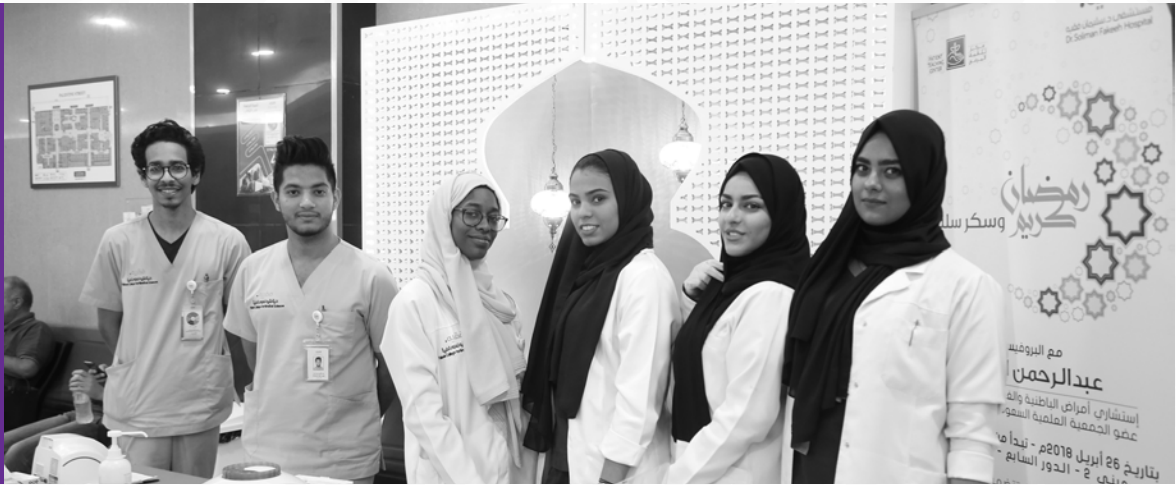
This directive ensures that the FCMS management and leadership study the developmental and remodeling needs against projected financial resources in order to support the implementation of various activities and its futuristic plans and expansions and generating a sustainable financial operating business model. Accordingly, viable financial strategies should be considered to ensure availability of needed financial support and resources for community engagement activities and programs. In addition, the FCMS will make alliances and partnerships with other private and public higher

education institutes and health industry to support its community engagement activities and programs and contribution to the improvement of healthcare delivery.

3.5.4 Community engagement directive 4: Utilize opportunities to showcase FCMS partnership successes

For this directive, the FCMS will focus on improving FCMS’ capability to share information and coordinate community engagement activities and programs though adopting an open communication strategy with internal and external stakeholders. This can be conducted by arranging public conferences, community talks, campus tours, and other exchange programs that serve to build understanding and trust. In addition, conducting events within FCMS campus where family and other community members can attend. Also, arranging opportunities for secondary school students to attend FCMS campus tour and health awareness sessions. This directive also will focus on developing a mechanism to publicize the achievements of the College internally and externally. Indeed, this will have a positive impact on the region and the portfolio of the FCMS and its branding.

It is anticipated that during the implementation of the second “Community Engagement Partnership Plan” in an academic environment, community engagement goals will overlap: this will indeed result in multiple effects addressing two or three goals simultaneously. Accordingly, it is envisaged to use an integrated approach combining the four community engagement directives into a series of linked community engagement goals with needed strategies and projects. Figure 5 illustrates how the four community engagement directives are interrelated and integrated.



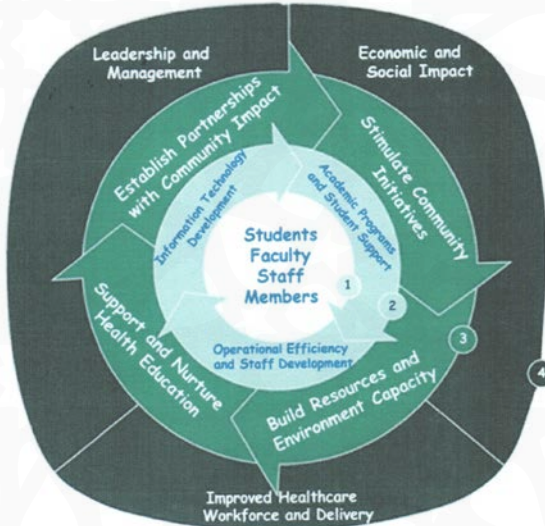


Figure 5: Four community engagement directives inter-relation and integration

The following section describes the 5 “Community Engagement Partnership Goals” and the “Community Engagement Partnership Objectives” (or strategies) to be implemented to achieve the mission and “Community

Engagement Partnership Plan” of the FCMS in the coming five years (2021-2025) in alignment with the “Third Strategic Plan” of FCMS.

Table 1 : Community engagement directives, Goals and objectives and its alignment with FCMS strategic goals

Directive 1: Build resources and environmental capacity.

Goal One: Develop and sustain effective community partnership programs through engagement of faculty, staff and students.
<p>Objectives:</p> <p>Objective 1.1- Ensure faculty staff members’ collaboration with community partners for applied research for problem-solving purposes.</p> <p>Objective 1.2- Establish motivational strategies to ensure faculty staff members and staff commitment towards community engagement activities.</p> <p>Objective 1.3- Encourage students in community engagement activities.</p> <p>Objective 1.4- Allocate resources and annual budget to support community engagement activities.</p>
FCMS Strategic Plan Goals: 3, 4, 5, 6, 7, 8

Directive 2: Stimulate community initiatives and support health education

Goal Two: Establish key community engagement initiatives that support FCMS’ social accountability and community needs
Objectives: Objective 2.1- Direct the education, research, and service activities towards addressing the priority health concerns of the community. Objective 2.2- Provide professional development and continuous education programs that contribute to meeting the community engagement needs. Objective 2.3- Develop and implement community outreach awareness programs.
FCMS Strategic Plan Goals: 1, 3, 4, 5, 6, 7

Directive 3: Establish partnerships with community impact

Goal Three: Foster a culture of meaningful Community Engagement Partnership (CEP).
Objectives: Objective 3.1- Ensure leadership commitment towards ‘Community Engagement Partnership’ initiatives. Objective 3.2- Build ‘Community Engagement Partnerships’ that augment FCMS’ strategic priorities. Objective 3.3- Strengthen and expand the existing relationships with FCMS and its partners through formal processes. Objective 3.4- Establish a clear mechanism for providing support to FCMS Community Engagement Partnerships.
FCMS Strategic Plan Goals: 3,4, 5,6, 7, 8
Goal Four: Develop and sustain ‘Community Engagement Partnerships’ with the local and international community, professional bodies, and the various sectors of labor market.
Objectives: Objective 4.1- Develop and implement a ‘Community Engagement Partnership Plan’. Objective 4.2- Perform an on-going assessment of partnership activities for assuring quality. Objective 4.3- Initiate ‘Community Engagement Partnership’ with international community institutions, various scientific and professional bodies and labor market.
FCMS Strategic Plan Goals: 3,4, 5,6, 7, 8

Directive 4: Utilize opportunities to showcase our partnership successes.

Goal Five: Communicate and connect with the community to enhance FCMS’ reputation.
Objectives: Objective 5.1- Improve FCMS’ capability to share information and more efficiently coordinate community engagement activities both internally and externally. Objective 5.2- Reinforce a culture of accessibility and inclusivity through appropriate practices and initiatives. Objective 5.3- Utilize opportunities to showcase our partnership successes internally and externally. Objective 5.4- Develop and maintain a database to track and report on FCMS’ community engagement achievements.
FCMS Strategic Plan Goals: 3, 4, 5, 6, 7, 8



3.6 Implementation of the second “Community Engagement Plan” and organizational responsibility

The main responsibility of the implementation of the “Community Engagement Partnership Plan” lies with the leadership and top management as well as the heads of departments and units within the College. The SPSC will be instrumental in following up and monitoring the implementation of the second “Community Engagement Partnership Plan” for the FCMS during the coming five years. The BOT as well as the “College Council” will also be involved in the review process of the plan. The Council membership will include: the Dean, Vice Deans, Head of departments, three senior faculty staff members and student representatives. The “College Council” is supported by the QAU and the SPSC. The SPSC will be responsible for the operational side of the second “Community Engagement Partnership Plan” implementation in collaboration with various champion of each project, whereas the QAU will monitor, and follow up the various projects as per timelines and deliverables. Figure 6 shows the organizational chart for strategy implementation.

3.6.1 The implementation process

It is emphasized that the implementation of the “Community Engagement Partnership Plan” will be in total alignment with the “Third Strategic Plan” of FCMS (2021-2025). The following are the major steps in the “Community Engagement Partnership Plan” implementation process:

- 1. Each project team (chaired by a champion) as part of the project teams of the second “Community Engagement Partnership Plan” will develop a set of tasks with their implementation timeline according to the prioritization outlined in the “Community Engagement Partnership Plan” and he/she is responsible for obtaining the required resources and support from the leadership of the FCMS.
- 2. The Champion of each project will provide an annual report on the progress of the implementation of the project to the “College Council.”
- 3. The Champion of each project will provide a “Progress Report” on the progress of the implementation in June every year to the “College Council”: the reports

should cover the current status of progress attained in each project, any challenges and/or achievements.

- 4. The QAU will organize a management review in July of every year for the “College Council” to examine the progress achieved during the implementation of the second “Community Engagement Partnership Plan” with recommendations or corrective actions to deal with any risk management issues, challenges and delays. A management review process evaluating achievements of each project during its implementation taking into consideration deliverables, KPIs and targets.
- 5. Each project will receive a management review report from the QAU by July of each year. Each project will update and streamline its plan as needed according to the feedback from the management review and continue implementation of the project as planned.

to that particular project. Such KPIs will be monitored against specific target timelines by the QAU to show the achievements toward reaching the community engagement goals of the College using “Teamwork” electronic monitoring system. Any deviations from targets will be identified and reviewed with needed corrective measures are taken accordingly. The various identified community engagement KPIs at the level of the College are given in the balance scored card for each project, the list of KPIs specific for that particular project will be reported and reviewed accordingly.

The KPIs of “Community Engagement Partnership Plan” are aligned with the four “Community Engagement Directives” identified as part of the Plan preparation described above. All projects developed to achieve the five “Community Engagement Partnership Goals” of the College should directly support and align with its vision and mission. Implementing such projects will definitely move the FCMS toward its strategic directives related to community engagement and achieving its Mission that will be monitored by the appropriate KPIs. The relationship between the mission, community engagement directives, strategies, milestones, KPIs and NCAAA requirements are described in Figure 7.

3.6.2 Performance measures and timelines

The second “Community Engagement Partnership Plan” included a list of KPIs to achieve through the five “Community Engagement Partnership Goals” of the plan. In addition, each project has developed its own KPIs to cover all objectives of relevance

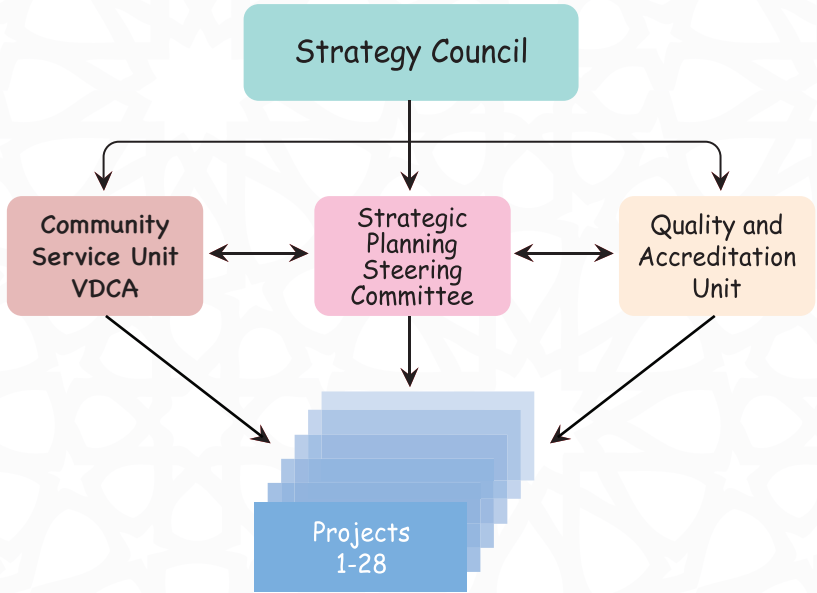


Figure 6: Organization for Community Engagement implementation and control

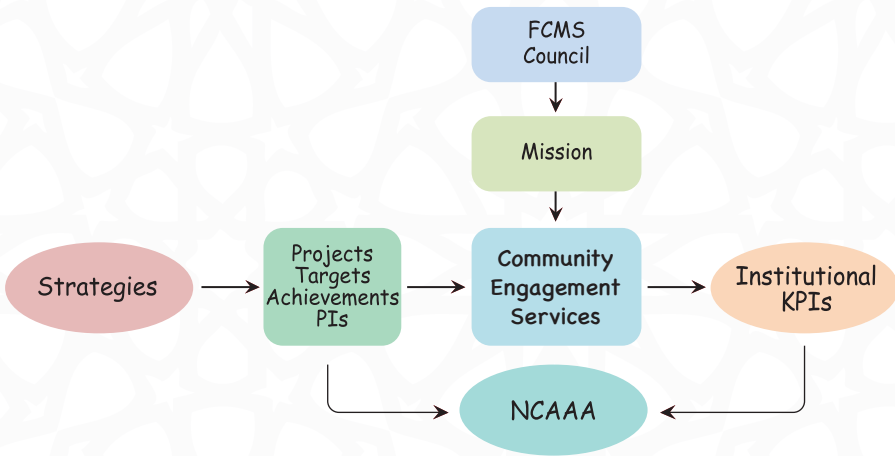


Figure 7: The relationship between the mission of FCMS, Community Engagement directives, KPIs, achievements and the NCAAA

3.7 The Communication plan

The communication plan covers all the communications related to the second “Community Engagement Partnership Plan” and its implementation. This plan is created as part of the overall communication setup within FCMS. It covers reports from different stakeholders covering general orientation, progress of the second “Community Engagement Partnership Plan”, project status, project risks, project timelines, and project resources as per the outline of the plan. The feedback mechanism includes but not limited to the following: surveys, feedback forms, telephone surveys, and independent audits.

3.7.1 Communication objectives

- To ensure that all staff of the FCMS are aware of the second “Community Engagement Partnership Plan” progress and implementation.
- To obtain support from all FCMS staff and other stakeholders to enhance the implementation of the second “Community Engagement Partnership Plan”.
- To receive feedback and input from the teams responsible for the implementation of the second “Community Partnership Engagement Plan”.
- To support, monitor, and ensure the successful implementation of the second “Community Engagement Partnership Plan”.

3.7.2 General communication guidelines

- All messages will be sent to appropriate targeted staff and other stakeholders.
- Messages will be disseminated using appropriate channel of communication.

- Communication is carried out proactively to all targeted staff and other stakeholders.
- Communication will be informative to provide appropriate information.
- Official press releases will be disseminated after approval by the Dean of the College in collaboration with the Chair of BOT.
- The projects of the second “Community Engagement Partnership Plan” will be reviewed every 6 months through FCMS wide meetings.
- Project teams are expected to provide feedback and to act on information requested.

3.7.3 Targeted communities

- Chair and members of BOT of College.
- Dean, Vice Deans and other senior management of the College.
- Champions of the “Community Engagement Partnership Plan” projects.
- Head of academic departments.
- Head of all units within the College and its campus as needed.
- Faculty staff members and other staff.
- Students and alumni.
- The local community and other stakeholders.

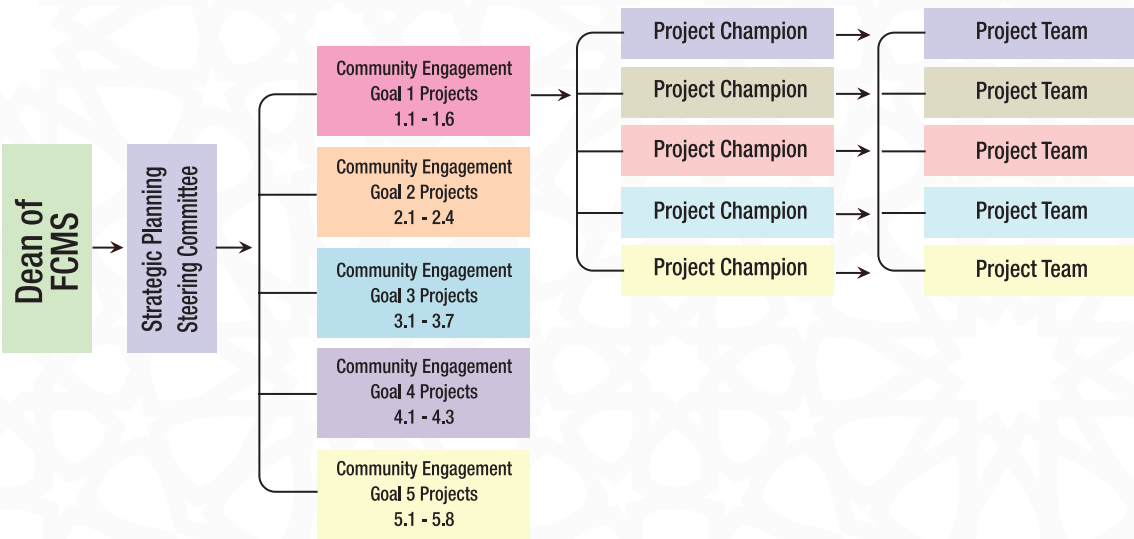


Figure 8: Communication plan



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Strategic Partners



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