



Presidential Select Task Team
CLINICAL ENTERPRISE CHARTER

From Dr. David Smith:

Background

This fall, I launched an initiative of “Engaging Excellence,” the main component of which is the creation of a ten-year strategic plan for Upstate Medical University.

To begin the strategic planning process, I commissioned an environmental scan to evaluate how we serve internal constituents (students, faculty, researchers, and staff) and external constituents (patients, collaborating hospitals, the Syracuse community, and the surrounding region). The consultants focused their attention on five specific areas: Students, Faculty, the Clinical Enterprise, the Research Enterprise, and Human Resources/Employer of Choice. The consultants also assessed these six cross-functional areas: Institutional Advancement, Intergovernmental Relations, Support Services, Information Technology, Marketing and Branding, and Facilities and Space Utilization.

The resulting analysis is being shared with members of the Presidential Select Task Teams as background for the strategic planning process.

A charge for your team is outlined below. This charge *is not meant to limit the scope and work* of your team, but rather to provide a framework from which to build. All team members are encouraged to bring a global perspective to strategic discussions, prompting innovative and progressive recommendations. As the team develops momentum, you are encouraged to implement “early wins” that do not require large resources for people, space or money. Examples of early wins: process improvements, procedure change, etc.

The final outcome of your work will be to develop a metric-based 10 year recommendation for a strategic plan. Your team will hand off the report to your Executive Council Sponsor. An Administrative Response will be developed from your recommendations. The Administrative Response from each team will be collated to create a comprehensive 10 year strategic plan for Upstate Medical University.

Charge

Team members are expected to create a collaborative partnership and extend that approach to the greater campus community. **The Clinical Enterprise Team is charged** with creating recommendations to integrate into a strategic plan. The recommendations should center on improvements toward a patient-focused environment applied across our entire clinical enterprise

to include the many and varied models and interrelationships of our clinical, ambulatory, support and information systems. Upstate University Hospital and our ambulatory system will become the health care provider of choice in Central New York.

The team will include consideration from:

- Existing or planned operational and/or strategic plans
- Review of initiatives outlined in the Progress database
- Committee work
- Information available from other internal sources (Hospital Administration, Fiscal Services, IMT, etc)
- Staff comments / suggestions from Town Hall Meetings and the Engaging Excellence website

The Team will consider the following elements in developing recommendations for a strategic plan:

Patient Care

- Consider a clinical-systems focus to move the patient through the enterprise seamlessly. Information systems; patient referral process; a unified approach to transition the patient from UH care to private practice care.
- Consider a “patient first” environment. Mystery shoppers; patient-focused training for staff; telephone skills; customer greeting; patient follow-up, etc.
- Examine our internal and external patient referral systems. Explore information technology solutions to achieve greater integration of clinical care across our spectrum.
- Explore new product lines and existing clinical areas for enhancements
- Explore collaborative interdisciplinary models
- Consider geographic distribution opportunities
- Multi-disciplinary system-wide strategic planning process

Clinical staff

- Examine operational efficiencies related to faculty providing quality patient care: staffing; patient load; customer service orientation; administrative support.
- Consideration for finance and management training to clinical managers
- Explore civility and professionalism across the enterprise. How do we ingrain respect and civility into our clinical culture?

Academic

- Examine ways to create a better understanding and collegiality between colleges, research, and the hospital.

Outcomes

The Clinical Enterprise Team is charged with developing recommendations for a ten year strategic plan that includes

- Measurable outcomes
- A timeline
- Reporting mechanisms

Each team will hand off their report to the Executive Council Sponsor, and present a power point presentation to the President and his Executive Council. An Administrative Response will be developed from your recommendations. The Administrative Response from each team will be collated to create a comprehensive 10 year strategic plan for Upstate Medical University.

Executive Council Sponsor

Phil Schaengold

Clinical Enterprise Team Membership

Chair: John McCabe

Vice Chair: Katie Mooney

Facilitator: Holly McCurdy

Recorder: Kim Utter

Colleen O'Leary

Dave Duggan

Greg Fink

Leola Rodgers

Nancy Page

Neal Seidberg

Scott Schurman

Sharon Brangman

Shelley White

Steve Albanese

Reverand Louise Shepard

Tom D'Angelo

Maureen Cummings

Janice Ross

Eric Smith

Bob Marzella