**OUR UPSTATE (TIER 1) STRATEGIC PLAN OVERVIEW**

**VISION**
United in expertise, compassion and hope in the creation of a healthier world for all.

**MISSION**
To improve the health of communities we serve through education, biomedical research, and patient care.

**VALUES**
- We drive innovation and discovery
- We respect people
- We serve our community
- We value integrity
- We embrace diversity and inclusion

**STRATEGIES AND RESULTS**

**INTEGRATION**
Upstate will be one university, connected by mission and aligned leadership, integrated through a culture of inclusion, transparency and trust.

**INNOVATIVE LEARNING AND DISCOVERY**
Upstate will be the destination of choice for patients and innovative employees, educators, learners and researchers.

**COMMUNITY IMPACT**
Upstate will be a collaborative and trusted partner in service to our communities.

**EXECUTION AND GROWTH**
Upstate will be an excellent university growing through aligned decision making, efficient, effective operations, quality services, and a dedicated and diverse workforce.

**STRATEGIC OBJECTIVES AND STRATEGY MAP**

**LEARNERS, PATIENTS, COMMUNITY & OTHER STAKEHOLDERS**
- Increase Reputation for Excellence
- Improve Health Outcomes
- Reduce Health Disparities
- Increase Access

**FINANCIAL STEWARDSHIP**
- Improve Fiscal Responsibility & Transparency
- Improve Financial Performance

**INTERNAL PROCESSES**
- Improve Efficiency & Accountability
- Grow Programs & Community Partnerships
- Improve Quality
- Enhance Innovation
- Increase Integration

**ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)**
- Increase Diversity, Equity, Access, & Inclusion
- Improve Culture of Trust
- Increase Workforce Satisfaction
- Optimize Technology, Facilities & Support Services

**FINANCIAL STEWARDSHIP**
- Improve Fiscal Responsibility & Transparency
- Improve Financial Performance

**INTERNAL PROCESSES**
- Improve Efficiency & Accountability
- Grow Programs & Community Partnerships
- Improve Quality
- Enhance Innovation
- Increase Integration

**ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)**
- Increase Diversity, Equity, Access, & Inclusion
- Improve Culture of Trust
- Increase Workforce Satisfaction
- Optimize Technology, Facilities & Support Services

**PERFORMANCE MEASURES**
- LEARNERS, PATIENTS, COMMUNITY & OTHER STAKEHOLDERS
  - Clinical: HCAHPS “Willingness to Recommend” Hospital
  - Education: Applications to Available Seats Ratio
  - Research: Total Sponsored Research Expenditures
  - Workforce: Retention Rate
  - Health Outcomes
  - “She Matters” Program
  - Clinical Admissions and Visits
  - Learner Access Pathways
- FINANCIAL STEWARDSHIP
  - Total Revenue Growth
  - Overall Profit Margin
  - Days Cash on Hand
- INTERNAL PROCESSES
  - Document Control Compliance
  - Violence Education Prevention Outreach Program (VEPOP)
  - Upstate Foundation Donations
  - Vizient Star Rating: Inpatient and Outpatient
  - Upstate Publications, Authors and Citations metrics
  - Research Grants Submitted
  - One University Survey
- ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)
  - Diversity: Workforce and Student
  - IMT Help Desk Tickets, Project Requests and Cybersecurity

**OUR UPSTATE INITIATIVES**
- LEARNERS, PATIENTS, COMMUNITY & OTHER STAKEHOLDERS
  - Clinical: HCAHPS “Willingness to Recommend” Hospital
  - Education: Applications to Available Seats Ratio
  - Research: Total Sponsored Research Expenditures
  - Workforce: Retention Rate
  - Health Outcomes
  - “She Matters” Program
  - Clinical Admissions and Visits
  - Learner Access Pathways
- FINANCIAL STEWARDSHIP
  - Total Revenue Growth
  - Overall Profit Margin
  - Days Cash on Hand
- INTERNAL PROCESSES
  - Document Control Compliance
  - Violence Education Prevention Outreach Program (VEPOP)
  - Upstate Foundation Donations
  - Vizient Star Rating: Inpatient and Outpatient
  - Upstate Publications, Authors and Citations metrics
  - Research Grants Submitted
  - One University Survey
- ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)
  - Diversity: Workforce and Student
  - IMT Help Desk Tickets, Project Requests and Cybersecurity

**PRESIDENTIAL ONGOING PRIORITIES**
- Develop President’s Office of Strategic Affairs
- Foster External Relationships & Collaborations
- Promote Cancer Integration & Network Development
- Support a Comprehensive Ambulatory Care Strategy
- Pursue Development of a Heart Institute
- Build a Neurosciences Expertise

**PRIORITIZED STRATEGIC PLANNING INITIATIVES**
- Integrate the Upstate Health Care System
- Develop an Institute for Global Health and Translational Science*•
- Investigate an Institute for Transformative Education
- Redesign the Patient Entry Process
- Implement Global Budgeting*
- Outline Center and Institute Guidelines, Principles, and Support Strategies
- Pursue Leadership Training: Trust & Collaboration
- Conduct Information Technology, Facilities & Support Services Assessment & Planning
- Institute Tracking of Accomplishments to Achieve Excellence
- Monitor Evaluation and Redesign of University Programs & Partnerships
- Design a One University Survey
- Explore an Institute of Cultural Humility and Social Determinations of Health

* Overlap with Presidential priorities
## Understanding OUR Upstate (Tier 1) Strategic Plan

### Key Term | Definition | Visuals from OUR Upstate Strategic Plan Overview
--- | --- | ---
**STRATEGIC PLAN** | The document used to communicate the organizational goals and the actions needed to achieve those goals. | The reverse side of this document is the OUR Upstate Strategic Plan Overview.

**VISION** | A statement of future intent that defines what results the organization is seeking to achieve (i.e. a picture of the future). | ![Vision](image)

**MISSION** | A statement of purpose that reflects the values and beliefs of the organization (i.e. what we do); Why we exist. | ![Mission](image)

**VALUES** | Describe what the organization stands for in the context of the organization’s Mission; The guiding principles, defining the code of conduct and behavior that is expected of all employees; How we do what we do. | ![Values](image)

**STRATEGIES** (Strategic Themes) | The main focus areas of the organization. | ![Strategies](image)

**RESULTS** (Strategic Results) | The desired outcome or goal for the Strategies (Strategic Theme); Defines what success looks like for the Strategies. | ![Results](image)

**STRATEGY MAP** (‘The one-page strategic plan’) | Visualizes the strategy; Collection of linked Strategic Objectives; Defines the causal relationships among Strategic Objectives driving strategic results; Tells a story of the upward flow of how value is created for the organization’s customers. | ![Strategy Map](image)

**PERSPECTIVES** (the colorful rows) | Different views of organizational performance; (i.e. Organizational Capabilities; Internal Processes; Financial Stewardship; Learners, Patients, Community, & Other Stakeholders); lenses through which we view performance. | ![Perspectives](image)

**STRATEGIC OBJECTIVES** (the rectangles) | Continuous improvement areas that have to be implemented for success; Describe how strategy becomes operational to the organization’s employees (i.e. what must be done to be successful over time). | ![Objective Examples](image)

**STRATEGIC LINKS** (the arrows) | Illustrate the cause-effect relationship between Strategic Objectives. | Thin Arrows = The Objective drives the other Objective it points to. Wide Arrows = The Objective drives everything in the Perspective above that it points to. Boxes = The Objectives in the box will work together to drive the Objective(s) their arrow points to.

**PERFORMANCE MEASURES** | Used to track organizational performance; Provide evidence of progress on achieving the Strategic Objectives. | For the list of OUR Upstate (Tier 1) Performance Measures, see Performance Measure section of the OUR Upstate Strategic Plan Overview on the reverse side of this document.

**INITIATIVES** | New or continuing projects and actions designed to improve performance of one or more Strategic Objectives. | For the list of OUR Upstate (Tier 1) Initiatives, see OUR Upstate Initiatives section of the OUR Upstate Strategic Plan Overview on the reverse side of this document.