

STRATEGIC PLAN

UPSTATE
MEDICAL UNIVERSITY





# INTRODUCTION FROM THE PRESIDENT

This document overviews OUR Upstate, the One University Road map, strategic plan that sets the course for Upstate to thrive. Launched in spring 2017, it identifies high-level aims for our university, with direct actions to get us there, while building and supporting the excellent foundation of our academic medical center.

Our mission is at the core of what we do — to improve the health of the communities we serve through education, biomedical research and patient care. We have identified a fresh vision: United in expertise, compassion and hope in the creation of a healthier world for all. To achieve this vision we will be guided by strategies and objectives identified in the strategic plan. These objectives are relevant to Upstate both on an institutional and individual level. This strategic plan aligns our efforts and our activities in support of One University.



Whatever our role at Upstate, we all have important work to do to achieve our vision and a successful future. I look forward to being together on a path that energizes and unites us.

As

Danielle Laraque-Arena, MD, FAAP
President and Upstate Medical University Health System CEO
SUNY Upstate Medical University



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# ABOUT SUNY UPSTATE MEDICAL UNIVERSITY

The OUR Upstate strategic plan is built upon a strong foundation. Upstate has been part of the State University of New York since 1950. SUNY Upstate is the only academic medical center in Central New York and one of only 130 in the United States. Upstate is a public trust, committed to the public good — a monument to care, cures and teaching that has improved hundreds of thousands of lives.

- As a clinical enterprise, Upstate serves one-third of the State from Pennsylvania to Canada. It provides care to people of all ages, across a region that encompasses city, town and rural communities. "Firsts" for the region include Level-1 trauma, a dedicated children's hospital, comprehensive stroke certification, a Cancer Center and many other services.
- Upstate offers more than 30 degree and certificate programs through its four colleges and provides a professional healthcare workforce for New York State and beyond. Students are taught in real-world settings by faculty who are experts in their field. Our students have one of the best retention rates in the SUNY system.
- Upstate's research mission is dedicated to improving human health by discovering the knowledge that leads to new cures and treatments. Innovation goes beyond the lab; patients have more access here to clinical trials than any other place in the region.
- Upstate is also Central New York's largest employer. More than 10,000 employees, hailing from 30 counties, keep our medical university open 24 hours a day, 365 days a year to improve the health of the communities we serve.

# MISSION

Together, our four colleges, research enterprise, hospitals and clinical system, support Upstate's mission to improve the health of the communities we serve through education, biomedical research and patient care.

## VISION

The elements of the mission are also reflected in the Upstate vision statement. The resulting vision resonates across Upstate: *United in expertise, compassion and hope in the creation of a healthier world for all.* 

### **VALUES**

Our institutional values stem from direct employee engagement, resulting in a set of statements that come from within. The Upstate Values shape our behavior toward each other and the community we serve.

**We drive innovation and discovery** by empowering our university family to bring forth new ideas and to ensure quality. **We respect people** by treating all with grace and dignity.

We serve our community by living our mission.

We value integrity by being open and honest to build trust and teamwork.

We embrace diversity and inclusion to state that all are welcome here.



# THE OUR UPSTATE STRATEGIC PLANNING PROCESS

Like all academic medical centers, Upstate Medical University is facing significant changes in the healthcare, academic and research environment. At the same time, the needs of those deeply connected to Upstate —including our patients, students, employees, and community partners— are evolving. It was a different landscape when Upstate launched its first strategic plan in 2010. At that time, Engaging Excellence identified five goals as key to the university's success and was developed as a five-year model. That plan concluded near the same time the current Upstate president took office.

The current strategic plan utilizes the Balanced Scorecard methodology as the system for strategic planning and performance management. Throughout the process, Upstate tailored the tools to develop a relevant and sustainable plan that aligns the entire organization around cross-functional priorities. The components of the strategic plan itself — notably the 15 objectives and the initiatives to support them — were built from six months of intensive activities in 2016-2017.

# THE ONE UNIVERSITY ROADMAP — OUR UPSTATE STRATEGIC PLAN

Launched in spring 2017, the strategic plan is designed to propel Upstate toward future success with actions that are aimed at fulfilling our vision. The plan serves to align all aspects of the organization through strategic objectives that are relevant and actionable within all areas. Our diverse activities work together to create something stronger, bigger and more sustainable than any activity could be on its own. Upstate is strongest when it is united as **One University.** 

The strategic plan includes these elements:

- overarching strategies (integration; innovative learning and discovery; community impact; execution and growth);
- four different perspectives through which to view performance;
- fifteen high-level objectives;
- initiatives that help us achieve the objectives;
- performance measures that tell us how we are doing; and
- a strategy map that presents the plan in a shorthand graphic format that is easy to share.

# THE STRATEGIC PLAN TIER SYSTEM (TIER 1, TIER 2, TIER 3)

This framework of strategic planning is considered a tiered-system:

- Tier 1 refers to the entire institution;
- Tier 2 represents business units (e.g. colleges, departments, and programs); and
- Tier 3 aligns with an individual's role.

Working together, the tiered plans connect the organizational and unit priorities in support of each other. The Tier 1 institutional plan guides the priorities and activities of the entire organization. Tier 2 plans align with the organizational plan but are more specific and actionable to the priorities of the area. Tier 3 provides the opportunity for each person to align with and contribute to the success of their area and the overall organization. The long-term vision is for a sustainable and relevant over-arching organizational strategic plan that every area and individual can use to align their work.

# **UPSTATE'S STRATEGIES**

Upstate's vision is powerful. It is "United in expertise, compassion and hope in the creation of a healthier world for all." To achieve this vision, Upstate has identified four primary strategies that will move us toward achieving our vision.

### 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.

## **UPSTATE'S PERSPECTIVES**

OUR Upstate uses a main tenant of the Balanced Scorecard, which is to view performance from multiple perspectives. These different viewpoints are what provide the "balance" for the entire strategic plan.

### Organizational Capabilities (People, Facilities, Technology)

What we need to get the job done, and includes the right tools, technology, knowledge, culture, innovation, and leadership.

### **Internal Processes**

The activities that create value and keep Upstate running smoothly for those we serve, such as our patients, students and providers.

### **Financial Stewardship**

The responsible use of resources — on behalf of all — to effectively fulfill our mission.

### **Learners, Patients, Community and Other Stakeholders**

This includes anyone who has a vested interest in our outcome and how well we serve them.

# **UPSTATE'S STRATEGIC OBJECTIVES**

To achieve success, Upstate has identified 15 objectives upon which we must focus. The objectives are institutional priority areas for continuous quality improvement. Each objective is relevant across the educational, biomedical research, and patient care missions and to every area of the organization. Every member of the Upstate workforce can have an impact on some or all of the objectives.

The objectives are linked to the perspectives. This relationship becomes most clear when viewed on the OUR Upstate Strategy Map. The strategy map is the visual representation of our full strategic plan and often referenced as the one-page strategic plan overview. Going forward, as new activities are proposed for Upstate, they will be measured against the list below. In this manner, the work of Upstate will become increasingly purposeful and aligned.

The strategic objectives are listed on the next pages with their intended results. The intended results indicate what the objective means to Upstate and how we will identify success. Each of the strategic objectives also has performance measures intended to help us monitor our performance in a variety of related areas.



# Perspective: Organizational Capabilities (People, Facilities, Technology)

Objective	Increase Diversity, Equity, Access, & Inclusion
Description	<ul> <li>Recruit and retain a student body and workforce reflecting the community in terms of race/ethnicity, class, gender, sexuality, religion, disability, region, nationality and other dimensions of diversity.</li> <li>Expand recruitment to include diversity outreach on a variety of search mediums on a local, regional and national level.</li> <li>Retention includes creating a more welcoming, supportive and stimulating environment that promotes personal growth and professional development recognizing the unique needs of a diverse workforce that also promotes cultural humility.</li> <li>Increase inclusion in decision making.</li> <li>Communicate key initiatives across the university and invite input from diverse stakeholders.</li> <li>Recognize the intersections between workforce diversity, patient satisfaction, employee satisfaction, and health disparities.</li> <li>Utilization of Minority-Owned Business Enterprises (MWBEs).</li> </ul>
Intended Results	<ul> <li>Increased diversity among students and at all levels of the workforce.</li> <li>Increased involvement of the diverse workforce and students in decision making.</li> <li>Diverse members of the workforce and students tell us they are valued and welcomed.</li> <li>Increased outreach activities to diverse communities.</li> </ul>

Objective	Improve Culture of Trust
	Trust builds organizational strength by increasing employee satisfaction, collaboration, and integration in clinical care, education and research.
Description	<ul> <li>Extend trust between employees at every level: between employees and their supervisors, and among departments, the colleges, and the hospital.</li> <li>It is knowing your boss has your back and that leaders will make decisions that benefit the organization.</li> </ul>
Intended Results	<ul> <li>Leaders demonstrate competence, credibility and fairness. Shared decision-making is valued.</li> <li>Employees have all the tools and resources needed to do their jobs, as well as the authority and accountability for their responsibilities.</li> <li>Our workforce can easily connect their work to the mission of the university and understand how and why decisions are made.</li> <li>The Upstate community feels comfortable expressing opinions and concerns.</li> </ul>

Objective	Increase Workforce Satisfaction
Description	• Foster a supportive environment that will enable members of the workforce to achieve their professional and personal goals, foster life-long learning and facilitate full participation in decisions that affect work life.
	Workforce members tell us they are satisfied with their job.
Intended	Workforce members tell us they are achieving their personal goals.
Results	Workforce members tell us they are achieving their professional goals.
	Workforce members participate in university activities.

Objective	Optimize Technology, Facilities & Support Services
Description	Promote efficient use of core facilities and technology supporting research, teaching, and clinical care.
	Provide contemporary IT support for mission and management.
	Increase technology use by investing in training and continuous education.
	Support new technology aligned with strategic needs.
	Encourage use of current facilities by investing in the infrastructure.
	Review current facilities and assess new ones to align with the mission.
Intended Results	Technology, facilities and support services are available upon request and adequate to meet needs.
	Maximize utilization of current resources.
	Institution can anticipate and efficiently engage resources to adapt to future needs.



Objective	Improve Efficiency & Accountability
Description	<ul> <li>Continuously improve operational and administrative efficiencies resulting in improved cost management and delivery of services.</li> <li>Improved efficiencies and accountability for results will create new resources, contribute to the improvement of financial results of the University, and ultimately increase value for our learners, patients, community and other stakeholders.</li> </ul>
Intended	Identify and reduce duplicative and overlapping processes.
Results	Improve accountability throughout the University.

Objective	Grow Programs & Community Partnerships
Description	<ul> <li>Grow programs in research, education, and clinical care by continuous evaluation of market need and mission objectives.</li> <li>Identify and grow community, industry and philanthropic partnerships by developing strategic relationships.</li> <li>Successfully integrate these partnerships into sustainable programs consistent with our mission and based upon diverse community need.</li> </ul>
Intended Results	<ul> <li>Upstate programs and partnerships respond to needs identified by communities and organizations and aligned with our mission.</li> <li>A culture that supports community service and giving.</li> <li>A seamless process for identifying needs, and developing strategic partnerships.</li> </ul>

Objective	Improve Quality
Description	<ul> <li>Across missions, programs and services will be designed, promoted, and evaluated according to accepted standards and agreed to quality goals.</li> <li>The principles of continuous improvement will be incorporated into ongoing program evaluation and review.</li> <li>Quality outcomes shall be shared widely in the organization.</li> <li>Clear mechanisms for education, feedback, and accountability will be established.</li> </ul>
Intended Results	<ul> <li>All programs will achieve and maintain accreditation.</li> <li>All employees will understand and participate in Clinical Quality Improvement (CQI).</li> <li>Universally disseminated dashboard encompassing the three areas of the mission and action plans for underperforming metrics.</li> </ul>

Objective	Enhance Innovation
Description	<ul> <li>Become a destination and partner of choice for innovators.</li> <li>Increase the impact of our research, education, and clinical care through targeted support of current areas of strength and the identification of opportunities for interdisciplinary, cross-mission collaboration.</li> <li>Facilitate collaboration within the University, and with external partners, through the establishment of new interdisciplinary centers and institutes.</li> <li>Foster a climate of innovation across the missions and establish mechanisms to allow innovative ideas to cascade</li> </ul>
	upward from all levels of the institution.  • Leverage our data by developing our data analytics capabilities and its ability to drive innovation across the University.
Intended Results	<ul> <li>Increased reputation.</li> <li>Cancer Center is NCI-Designated.</li> <li>Increased industry engagement and investment.</li> <li>Increased philanthropic dollars to offset research costs.</li> <li>Translation of Upstate innovation to the clinic and public health is increased.</li> <li>A funded Clinical and Translational Science Award Program.</li> <li>Growth and development of institutes and centers, built with internal and external stakeholders, focused on innovations in research, education, and clinical care.</li> <li>Students, faculty, and staff are highly competent in team-based approaches to health-care, research and education to have a positive effect on the communities we serve.</li> </ul>

**Perspective: Internal Processes** 



Objective	Increase Integration
Description	<ul> <li>Improve coordination and alignment of all components of Upstate Medical</li> <li>University through joint planning, collaboration and shared decision-making.</li> <li>A culture of openness and transparency, with regard to data, processes and results, is essential to achieve tighter integration.</li> <li>Improving integration will mean continuing to break through silos and create increased cross-representation on decision-making bodies.</li> <li>Organize constituent elements into a coordinated, harmonious whole.</li> </ul>
Intended Results	<ul> <li>Move towards improved alignment and a more functionally integrated health care system.</li> <li>Increase cross-discipline education, clinical practice and research.</li> <li>The Upstate community feels well represented in planning, decision-making and execution.</li> <li>The Upstate community feels well informed regarding the sources and uses of institutional resources.</li> </ul>

Perspective: Financial Stewardship



Objective	Improve Fiscal Responsibility & Transparency
Description	<ul> <li>Improve financial responsibility to drive continuous financial improvement.</li> <li>This means individuals must have clearly defined goals at all levels while also being responsible for results.</li> <li>Financial and operational outcomes will be shared across the University to inform decision-making, set priorities, report results, and continuously improve.</li> </ul>
Intended Results	<ul> <li>Alignment of resource allocation decisions and university priorities.</li> <li>Clearer goals and expectations by mission and department "If you can't measure it, you can't manage it."</li> <li>Effective and efficient use of resources.</li> </ul>

Objective	Improve Financial Performance
Description	<ul> <li>Improve financial performance necessary to fund, sustain, and better serve the mission with a focus on the balance between growing revenues and managing expenses.</li> <li>Ensure the University has necessary resources available to support operations, fund obligations, and make future investments.</li> </ul>
Intended Results	<ul> <li>Growing revenues.</li> <li>Control costs and improve efficiency.</li> <li>Improve University wide profitability.</li> <li>Liquidity – Improve cash balances for future operating, capital and other investment needs.</li> </ul>

Perspective: Learners, Patients, Community & Other Stakeholders



Objective	Increase Reputation for Excellence
Description	Achieve a reputation for consistent excellence in healthcare, education, research and responsiveness to community needs.
Intended	People choose to come to Upstate. (Patients, students, faculty, employees, volunteers.)
Results	People say good things about Upstate.
Results	People support and want to engage with Upstate.

Objective	Improve Health Outcomes
	WHO Definition of health: "a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity."
	Measures should be broad and framed in population health terms.
	Should include perspectives on outcomes from: patients, community organizations and our own providers.
Description	Should include contributions from all facets of university: clinical, educational, research.
	• Reach:
	<ul> <li>Primary population – population addressed by all levels of our health care system – local impact.</li> </ul>
	<ul> <li>Referral population – primarily served by specialties and hospital – regional impact.</li> </ul>
	Educational/Research – national impact.
	Our patients report that their health outcomes are excellent.
Intended	• Our public health departments tell us the global measures of the health of our served populations is improving.
Results	• Our internal health index measures tell us that our care is excellent in the domains of quality and safety.
Results	Our providers tell us that the quality of the care we deliver is improved.
	• Our learners tell us that they have the knowledge and skills to address community health problems.

Objective	Reduce Health Disparities
Description	• Reduce differences in health status between groups, based on a number of factors including: access, insurance coverage, use of care, quality of care, race, ethnicity, age, income/SES, geography (urban, rural) disability, sex/gender, sexual orientation, immigrant status.
Intended Results	<ul> <li>Students, faculty, and staff demonstrate knowledge of health disparities.</li> <li>All students and identified faculty will have exposure to underserved settings to reinforce determinants of health using the socio-ecologic model.</li> <li>All stakeholders report that their health and/or cultural needs were valued and respected.</li> <li>Upstate patients (inpatient and outpatient) will have universal screening for non-medical determinants of health.</li> </ul>

Objective	Increase Access
	Enhance the opportunity for patients throughout our community and learners to gain access to services and
Description	opportunities in the Upstate University System in a timely and equitable manner.
Description	Become increasingly responsive to the needs of our customers by matching resources with demand for services.
	Improve ease of access by broadening the ways customers may access services.
	Allow patients to access a broad array of healthcare services in a timely manner.
Intended	Establish a simple referring process and seamless communication for referring providers.
Results	Allow learners to access educational opportunities and support services in a timely manner.
	Become a local, national and international destination for patients, learners and researchers.

# **UPSTATE'S STRATEGIC INITIATIVES**

Strategic initiatives are short and long-term projects intended to improve performance within one or more of the strategic objectives. The initiatives listed below represent the ongoing priorities of the president and other activities identified as high-priority through the strategic planning process in 2016/2017. As part of the ongoing strategic plan implementation process, these and other relevant initiatives will be identified, prioritized and implemented as appropriate.

# PRESIDENTIAL ONGOING INITIATIVES

### **Initiative** Description **Develop President's Office of** The office will provide university wide resources and support for **Strategic Affairs** strategic data analysis, business development, management sciences and structured decision-making to support the ongoing strategic plan, using the balanced score card, and will support the planning and implementation of the regional strategy. **Foster External Relationships and** To develop and strengthen connections and community **Collaborations** partnerships that support our mission. **Promote Cancer Integration and** To improve access, support research (clinical, translational, and **Network Development** basic science), foster community engagement and services to underserved areas, and build reputation. **Support a Comprehensive** To promote system growth with greater referrals and patient **Ambulatory Care Strategy** volume. This directly aims to increase access to primary and subspecialty care. 5. Pursue Development of a Heart Intended to strengthen the cardiovascular services offered at Institute Upstate. This includes expanding the existing cardiology and cardiovascular services, including the ECMO program, and also adopting new state-of-the art cardiac intervention and surgical modalities. To capitalize on the current strengths of neurology, neurosurgery 6. **Build on Neurosciences Expertise** and psychiatry services, the Comprehensive Stroke designation and telestroke, and further integrate clinical activities and neurosciences research.





# PRIORITIZED STRATEGIC PLANNING INITIATIVES

Init	iative	Description
1.	Integrate the Upstate Health Care System	Intended to improve strategic planning, shared decision-making, efficiency and resource allocation through functional integration across the clinical, research, and education components. Specifically, this will be implemented to develop an integrated clinical regional strategy for Central New York.
2.	Develop an Institute for Global Health and Translational Science*	Intended to create a platform for research, education, and service that integrates and advances efforts across all four colleges, in Global Health, Environmental Health, Public Health, and Civic Engagement – health for all.
3.	Investigate an Institute for Transformative Education	Intended to foster innovation through flexible and integrated education programs leading to personal, programmatic and university growth.
4.	Redesign the Patient Entry Process	Intended to build efficient, responsive structures for patient entry into university-wide clinical care system: Intended to meet community clinical needs, increase patient satisfaction, and nurture referral patterns and community partnerships through system responsiveness.
5.	Implement Global Budgeting*	Intended to increase accountability and transparency processes and align revenue and costs to support our mission. Unite the hospital, campus and faculty practice financial processes and resources to support our mission more uniformly. Global budgeting will also provide a more standardized process for funding initiatives, with activities that actively work toward the vision given due consideration.
6.	Establish Center and Institute Guidelines, Principles and Support Strategies	Intended to formalize institutional policy for developing and funding Centers and Institutes to actualize innovation across the university.
7.	Pursue Leadership Training: Trust & Collaboration	Intended to provide structured education to all leaders and supervisors for long-term development of trust and accountability.
8.	Conduct Information Technology, Facilities, and Support Services Assessment and Planning	Intended to evaluate customer input, maximize use of available resources, and insure robust planning and prioritization for future needs.
9.	Institute Tracking of Accomplishments to Achieve Excellence	Intended to achieve transparency, accountability and continued improvement through standardized measurement and monitoring.
10.	Monitor Evaluation and Redesign of University Programs and Partnerships	Intended to establish metrics for measurement and evaluation of effectiveness of programs, activity and partnerships.
11.	Design a One University Survey	Intended to create one comprehensive survey meeting employer's needs through collection of more usable data with greater participation of employees and more reliable analysis by a centralized process.
12.	Explore an Institute of Cultural Humility and Social Determinants of Health	Intended to provide the knowledge, skills, and values to provide care to an increasingly diverse population.
	* overlap	with Presidential priorities

# **UPSTATE'S STRATEGIC PLAN PERFORMANCE MEASURES**

To assess progress on our identified strategic priorities and organizational objectives, high-level performance measures are monitored. For detailed information on the performance measures visit:

http://www.upstate.edu/strategicaffairs/strategic-planning/strategic-planning-tier1/performancemeasures/index.php.

# THANK YOU FOR JOINING THE JOURNEY TO ONE UNIVERSITY, ONE UPSTATE.



# FOR MORE INFORMATION

To learn more about any aspect of the One University Road map – OUR Upstate – or the strategic planning and management activities underway, please visit the Office of Strategic Affairs website (http://www.upstate.edu/strategicaffairs/strategic-planning/index.php)

or call Strategic Affairs, Office of the President at 315–464–7860.

Feedback can also be submitted directly from the website at

http://www.upstate.edu/strategicaffairs/intra/comments-questions.php.



# Understanding OUR Upstate (Tier 1) Strategic Plan



Tier 1 v. 08.2018

Key Term	Definition	Visuals from OUR Upstate Strategic Plan Overview	lan 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	JR Upstate Strategic Plar	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 United in expertise, compassion and hope in the creation of a healthier world for all	e creation of a healthier world for all.		
MISSION	A statement of purpose that reflects the values and beliefs of the organization (i.e. what we do); Why we exist	MISSION  To improve the health of the communities we serve through education, blomedical research, and patient care.	es we serve through education, biom	edical research, and patient care.	
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 We drive innovation and discovery • VALUES	We respect people • We serve o	We serve our community • We value integrity	We embrace diversity and inclusion
STRATEGIES (Strategic Themes)	The main focus areas of the organization		INNOVATIVE LEARNING AND DISCOVERY	COMMUNITY	EXECUTION AND GROWTH Uptate will be an excellent university growing through
RESULTS (Strategic Results)	The desired outcome or goal for the Strategies (Strategic Theme); Defines what success looks like for the Strategies	mission and aligned leadership, untegrated through a culture of inclusion, transparency, and trust.	Upstate will be the destination of choice for patients and innovative employees, educators, learners and researchers.	and Upstate will be a collaborative and frusted urchers. partner in service to our communities.	aligned decision making, efficient, effective operations, quality services, and a dedicated and diverse workforce.
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	Example Capabil Perform and "In lead to in the simprove improve improve improve improve improve improve improvements."	minder: The Strategy Me Capabiliticale for how to read the Silities," if we focus on im mance of the boxed Obj mprove Culture of Trust, (thin arrow) improvemusame Perspective, and the	Reminder: The Strategy Map is read from the bottom perspectives. Capabilities) up through the other perspectives.  Example for how to read the Strategy Map: In the Perspective "Organizational Capabilities," if we focus on implementing activities (Initiatives) to improve the Performance of the boxed Objectives of "Increase Diversity, Equity, Access & Incland "Improve Culture of Trust," these two Objectives will then work together to lead to (thin arrow) improvement of the Objective of "Increase Workforce Satisfe in the same Perspective, and they will also work together to help lead to (large an improvement of all the Objectives in the "Internal Processes" Perspective above	Reminder: The Strategy Map is read from the bottom perspective (Organizational Capabilities) up through the other perspectives.  Example for how to read the StrategyMap: In the Perspective "Organizational Capabilities," if we focus on implementing activities (Initiatives) to improve the Performance of the boxed Objectives of "Increase Diversity, Equity, Access & Inclusion" and "Improve Culture of Trust," these two Objectives will then work together to help lead to (thin arrow) improvement of the Objective of "Increase Workforce Satisfaction" in the same Perspective, and they will also work together to help lead to (large arrow) improvement of all the Objectives in the "Internal Processes" Perspective above
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	Organizational Capabilities (People, Facilities, Technology)	Internal Processes	Financial Stewardship	Learners, Patients, Community & Other Stakeholders
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)	Increase Diversity, Equity, Access, & Impr	Improve Quality	Improve Financial Performance	Increase Reputation for Excellence
STRATEGIC LINKS (the arrows)	Illustrate the cause-effect relationship between Strategic Objectives  Thin Arrows = The Objective drives the other Objective it points to Persp	ctives  Wide Arrows = The Objective drives everything in the Perspective above that it points to	in the	Boxes = The Object to drive points to	<b>Boxes</b> = 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	rformance Measures, se e side of this document	e Performance Measure se	ction of the OUR Upstate
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	tiatives, see OUR Upstat ocument	e Initiatives section of the C	OUR Upstate Strategic Plan
Def	Definitions adapted from: Rohm, H., Wilsey, D., Stout Perry, G., Mont	Montgomery, D., (2013). The Institute Way: Simplify Strategic Planning & Management with the Balanced Scorecard	y Strategic Planning & M	anagement with the Balan	ced Scorecard.

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



Tier 1 v.08.2018

> We serve our community
>  We value integrity and trusted partner in service to Upstate will be a collaborative **COMMUNITY IMPACT** To improve the health of communities we serve through education, biomedical research, and patient care our communities. INNOVATIVE LEARNING AND DISCOVERY United in expertise, compassion and hope in the creation of a healthier world for all Upstate will be the destination of choice for patients and innovative employees, educators, learners and researchers. We respect people culture of inclusion, transparency and We drive innovation and discovery connected by mission and aligned leadership, integrated through a Upstate will be one university, INTEGRATION **AND RESULTS STRATEGIES** MISSION VALUES **NOISIN**

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.

### Integrate the Upstate Health Care System Institute Tracking of Accomplishments to Pursue Development of a Heart Institute Facilities & Support Services Assessment Promote Cancer Integration & Network Explore an Institute of Cultural Humility Outline Center and Institute Guidelines, Develop President's Office of Strategic Support a Comprehensive Ambulatory Develop an Institute for Global Health \* Overlap with Presidential priorities Monitor Evaluation and Redesign of and Social Determinations of Health Pursue Leadership Training: Trust & **OUR UPSTATE INITIATIVES** University Programs & Partnerships PRESIDENTIAL ONGOING PRIORITIES Redesign the Patient Entry Process PRIORITIZED STRATEGIC PLANNING Principles, and Support Strategies Conduct Information Technology, Foster External Relationships & Build a Neurosciences Expertise Design a One University Survey Implement Global Budgeting\* Investigate an Institute for and Translational Science\* **Transformative Education** Achieve Excellence Collaborations Development Collaboration Care Strategy & Planning INITIATIVES Clinical: HCAHPS "Willingness to PERFORMANCE MEASURES Document Control Compliance Violence Education Prevention Upstate Foundation Donations ORGANIZATIONAL CAPABILITIES IMT Help Desk Tickets, Project Upstate Publications, Authors Clinical Admissions and Visits Vizient Star Rating: Inpatient Outreach Program (VEPOP) Requests and Cybersecurity Research Grants Submitted Workforce: Retention Rate Research: Total Sponsored Education: Applications to Diversity: Workforce and Learner Access Pathways FINANCIAL STEWARDSHIP "She Matters" Program Research Expenditures Recommend" Hospital Total Revenue Growth One University Survey COMMUNITY & OTHER Available Seats Ratio Overall Profit Margin and Citations metrics LEARNERS, PATIENTS, INTERNAL PROCESSES Days Cash on Hand Health Outcomes (PEOPLE, FACILITIES, and Outpatient STAKEHOLDERS TECHNOLOGY) Student Support Services Integration Increase Technology, Facilities & Increase Access Performance Financial Improve Innovation Enhance Satisfaction Workforce Increase Reduce Health Disparities STRATEGIC OBJECTIVES AND STRATEGY MAP mprove Quality Grow Programs Culture of Outcomes Improve & Community Partnerships Trust mprove Health Responsibility & Improve Fiscal **Transparency** Access, & Inclusion Diversity, Equity, Reputation for Excellence Increase Accountability Efficiency & Improve ORGANIZATIONAL STAKEHOLDERS COMMUNITY & **STEWARDSHIP** TECHNOLOGY) CAPABILITIES **PROCESSES** LEARNERS, FACILITIES, **FINANCIAL** PATIENTS, INTERNAL (PEOPLE, OTHER