

UPSTATE Strategic Plan

ENGAGING  EXCELLENCE



Engaging Excellence is aimed at achieving our vision to be the leading regional academic medical center in the nation.

Knowing changes everything.™

SYRACUSE, NEW YORK

Engaging Excellence is Upstate’s strategic plan. In this document we have set forth ambitious goals that will help Upstate achieve success and growth. Just as important, we have included the ways we will measure our success.

Under the five goals of Engaging Excellence, Upstate Medical University is setting its direction for its future. Ultimately, Engaging Excellence is aimed at achieving the vision for Upstate to be the leading regional academic medical center in the nation.

There is no better time to be strategic. Upstate has been called upon to be more self reliant as we face budget cuts and an increased need for our services. We are also aligning to the multi-campus State University’s Strategic Plan to embrace the strength of the SUNY system to create partnership and collaboration. The goals of Engaging Excellence will set priorities as we make decisions concerning our resources.

The plan provides a roadmap for Upstate achievement at all levels. Each person and department should be able to find solid ways to contribute the “how-tos” to reach our goals and improve our measurements. Collectively, these successes will contribute to Upstate’s presence in the region, nation and world.

Through Engaging Excellence Upstate will:

- **Build a cohesive clinical mission that provides exceptional patient care;**
- **Focus on academic excellence;**
- **Grow our research excellence and reputation;**
- **Develop our students, faculty and staff as leaders throughout our communities;**
- **Forge valued partnerships in the community, region and world;**
- **Foster diversity to enhance our learning, teaching, and health care delivery;**
- **Create a sustainable university that enhances our capacity for growth and responsiveness.**

Upstate Strategic Planning Committee

Deb Stehle, Chair
Hugh Bonner, PhD
Sue Clark
Lynn Cleary, MD
Eric Frost
Steven Goodman, PhD
Paul Grover, Ph.D.
Daniel Hurley
Lorraine Manzella
Robert Manzella, CHE
Thomas Pelis, PE, LEED
AP, MBA
Melanie Rich
Eric Smith, CPA
Joseph Stein, Ph.D.
Elvira Szigeti, Ph.D.
Mary Grace VanNortwick
Teresa Wagner, MS
Julie White, PhD
Stuart Wright, CPA, MBA

The Steering Committee (above) built upon two years of preparation – including the work of many prior teams – to create the foundation for the Engaging Excellence Strategic Plan. Teams and subteams for the specific goals are listed on the upcoming pages.

Upstate Medical University is the only academic medical center in Central New York. It comprises four colleges; its own Upstate University Hospital, Upstate Golisano Childrens Hospital and network of clinics; and a rapidly expanding biomedical research enterprise.

Finally, the Strategic Plan should seem familiar: It is built on the mission of Upstate and reflects the dedicated work of many people. Engaging Excellence teamwork started in 2007 to prepare the ground for today's formal plan. Since then hundreds of people have contributed to the process. In fact, the first phase of Engaging Excellence resulted in more than 500 improvements and innovations. Engaging Excellence also draws on many established planning documents from across Upstate. This energetic preparation was the platform upon which the Strategic Planning Steering Committee and Upstate Leadership shaped this plan. Below is the summary of the five goals. On the following pages are the strategies (how we will begin accomplishing the goals) and metrics (how we will measure performance) for each goal.

GOAL 1: PROVIDE OUTSTANDING EDUCATION

Providing an outstanding educational experience for students and residents is the number one goal for Upstate's colleges and teaching hospital. Our "students first" focus not only ensures relevant programming and outstanding faculty to prepare our students to excel, our graduates are a valuable resource, ready to respond to the healthcare workforce needs in New York State.

GOAL 2: GROW OUR CLINICAL MISSION

Strengthening and growing our clinical mission to ensure outstanding patient care—while supporting our educational and research missions—benefits everyone in our region, and beyond. Current initiatives toward patient and family centered care, combined with a focus on quality and clinical excellence, will help make Upstate the first choice for patients. Responding to the healthcare needs of our regional communities will focus the growth of our clinical enterprise.

GOAL 3: GROW OUR RESEARCH ENTERPRISE

Strengthening and growing the research enterprise will propel Upstate onto a regional and global stage to advance new technologies and biomedical science. Building partnerships within our SUNY system, with our neighboring universities, and with researchers across the globe will build a robust research enterprise that attracts increased funding, outstanding faculty and students, and has the potential to improve the health of people around the world.

GOAL 4: COMMIT TO OUR COMMUNITY

Improving the health and quality of life in our regional and global communities is a priority for Upstate. We will work collaboratively with our health department, local hospitals and community partners to address the pressing health needs within our immediate community. We will increase Upstate's investment in our regional and global communities by providing volunteer and service opportunities for faculty, staff, and students, and through community giving. We will seek to increase business with minority, women, and small businesses, and will develop public/private partnerships within our community.

GOAL 5: SUSTAIN OUR UNIVERSITY

As Upstate faces the economic realities of dwindling state support and increased need for its services, efforts to be even more self-reliant will help Upstate thrive in the long term. This includes becoming more entrepreneurial, growing our revenues through philanthropic and financial stewardship, and planning for new facilities and investments in technologies. Developing our people, and advancing our core value of infusing a culture of diversity across our campus, will ensure Upstate recruits and retains the "best and brightest" in a competitive talent market. In addition, moving to becoming a more green university will help us become sustainable on another level and allow us to make the best use of resources.

GOAL 1 Provide an outstanding educational experience for our students and residents, while expanding our academic programs to meet the needs of the region.

NOTE: For each goal, dedicated teams have identified the strategies that are essential for Upstate to continually achieve the outcome. Progress will be measured by the metrics identified below each strategy.

- 1. Demonstrate academic excellence in our academic programs.**
 - a. Qualifications of incoming trainees (GPA, GRE, MCAT)
 - b. Academic performance of enrolled trainees (GPA, Board Scores, GME accreditation cycle lengths)
 - c. Rates of trainee satisfaction
- 2. Leverage technology to create an innovative teaching and learning environment.**
 - a. Distance learning enrollment
 - b. Number of simulation programs and use of simulation technology
 - c. Use of course management software
 - d. Percent of e-classrooms
 - e. Participation in online educational activities
- 3. Grow enrollment and align undergraduate and graduate programs to meet workforce needs.**
 - a. Enrollment growth:
 - i. College of Medicine (COM) 30%
 - ii. College of Nursing (CON) 87%
 - iii. College of Health Professions (CHP) 30%
 - iv. College of Graduate Studies (COGS) 30%
 - b. Out of state residents (excluding international students)
 - c. Number of clinical sites to accommodate increased enrollment
 - d. RMED/RMSP (Rural Medical Education/Rural Medical Scholars) enrollment
 - e. Number of regional sites
- 4. Provide seamless and effective pathways that ensure student access and success.**
 - a. Articulation agreements with SUNY institutions
 - b. Articulation agreements with non-SUNY institutions
 - c. Number of incoming students from SUNY
 - d. Number of “pipeline” programs for secondary school students
 - i. Number of participants
- 5. Enhance our national and international presence and reputation.**
 - a. Percent of international students enrolled
 - b. Number of participants in global health opportunities
- 6. Recruit and retain outstanding faculty to improve student to faculty ratios across colleges.**
 - a. Improve student-to-faculty ratio to 1.27:1 in the COM and COGS (AAMC)
 - b. Exceed student-to-faculty ratios required by accreditation standards in the CON and CHP

GOAL 1
Education Team Membership

Lynn Cleary, MD, Chair
Julie White, PhD, Co-Chair

Hugh Bonner, PhD
Steven Goodman, PhD
Sara Grethlein, MD
Steven Scheinman, MD
Joseph Stein, PhD
Elvira Sziget, PhD

GOAL 2 Strengthen and grow our clinical mission to ensure outstanding patient care, while supporting the educational and research missions of Upstate Medical University.

1. Provide quality clinical care in a patient centered environment that is safe, efficient and effective throughout the clinical enterprise.

- a. Annual increase in aggregate CMS Core Measure scores
 - i. Score
 - ii. Percentile ranking
- b. Annual increase in aggregate Patient Safety Indicator (PSI) scores
 - i. Score
 - ii. Percentile ranking
- c. Overall risk adjusted mortality in top 25% for UHC
 - i. Score, IQI 99
 - ii. Percentile ranking
 - iii. Score, IQI 98
 - iv. Percentile ranking
- d. Annual increase in Press Ganey inpatient score (Peer Group)
 - i. Score
 - ii. Percentile ranking (Top 10% of AHA Region by 2015 (>90th percentile))
- e. Annual increase in Press Ganey medical practice score
 - i. Score
 - ii. Percentile ranking (Top 10% of AHA Region by 2015 (>90th percentile))
- f. Hospital Consumer Assessment of Healthcare Providers and Systems (HCAPS): Willingness to Recommend University Hospital (surpass US avg of 68% response “definitely yes”) For details on quality measures: www.upstate.edu/healthcare/quality_care/

2. Design and implement a clinical growth strategy that meets regional needs.

- a. Increase admission and observation patient volumes by 5% annually
 - i. Growth within Onondaga County
 - ii. Growth outside of Onondaga County
 - iii. Growth in new patient volume
- b. Increase outpatient visits by 5% annually
 - i. Upstate University Hospital
 - Growth within Onondaga County
 - Growth outside of Onondaga County
 - ii. UMAS (University Medical Associates at Syracuse)
 - iii. Growth in new outpatient volume by 5% annually
 - Upstate University Hospital
 - Faculty UMAS
- c. Increase Upstate University Hospital referred ambulatory registrations by 5% annually
 - i. Growth within Onondaga County
 - ii. Growth outside of Onondaga County
 - iii. Growth in new patient volume

3. Ensure financial viability of the clinical enterprise.

- a. Days of Cash On Hand
 - i. Hospital
 - ii. UMAS
- b. Operating margin
 - i. Hospital
 - ii. UMAS
- c. Variance to severity Adjusted Length of Stay (Standard)
- d. Hospital FTEs per adjusted Occupied Bed (CMI Adjusted)
- e. UMAS WRVU’s per UMAS FTE annually

GOAL 2

Clinical Team Membership

Robert Marzella, CHE, Chair
Colleen O’Leary, MD, Chair

Quality Outcomes

David Duggan, MD, Subgroup Leader
Julie Briggs, RN, MSN, Subgroup Leader
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Andrea Manyon, MD
Sondra Mott, RN

Clinical Growth Strategy

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Jeremy Shefner, MD, PhD

Financial

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Michael Iannuzzi, MD, Subgroup Leader
Rory Carrigan
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Eric Smith
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Facilities and Technology

Robert Marzella, CHE, Subgroup Leader
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Maureen Cummings, MS
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Thomas Pelis, PE, LEED AP, MBA
Roxanne Taylor, MS, CNS, RN

GOAL 3 Strengthen and Grow the Research Enterprise

The four strategies below have been identified as essential for Upstate to grow its research mission. Progress will be measured by the metrics identified below each strategy.

- 1. Develop research partnerships in the region, state, nation and around the globe**
 - a. Total Direct and Indirect Expenditures/year based on collaborations with faculty at:
 - i. local Universities (SU, ESF, others),
 - ii. other SUNY Academic Health Centers,
 - iii. IIBMST (International Institute of Biomedical Science and Technology) institutions, and
 - iv. other state, national and international institutions.
 - b. Total IIBMST annual membership.
 - c. Number of Research Contracts between SUNY Upstate faculty and other academic/non-profit/commercial (e.g. industry) institutions.
 - d. Number of Co-authored Publications with faculty from other Institutions.
- 2. Increase our research expenditures by 10% annually**
 - a. Total Direct and Indirect Expenditures Annually
 - b. Federal % of Total Expenditures Annually
 - c. Total Annual Extramural Dollars Funded Based on Award Statements.
 - d. Total Direct and Indirect Expenditures from:
 - i. Basic Science Departments
 - ii. Clinical Departments
 - iii. Industry Sponsored Research
 - iv. the Research Pillars and Foundational Sciences
 - e. Total Royalty Income
- 3. Hire additional basic and clinical researchers within the designated research pillars and foundational sciences**
 - a. Complete the hiring of the 30 existing research faculty commitments, plus 6 additional research faculty, over the next five years.
 - b. Hire up to an additional 46 faculty, based on the success of SUNY REACH (SUNY AHC research proposal) and Upstate resources, beginning in 2012.
 - c. Percentage of faculty hired within the research pillars and foundational sciences.
 - d. Percentage of research faculty with joint and adjunct appointments crossing basic science and clinical departments.
 - e. Percentage of research faculty that are members of Upstate Centers and Institutes.
- 4. Increase the research laboratory and office space to accommodate these new researchers, and the targeted 10% annual increase in research expenditures**
 - a. Annual percent of total space renovated for research.
 - b. Annual percent growth of research space.
 - c. Annual Capital Requests Related to Research Space.
 - d. Available Research Laboratory/Office Space

GOAL 3

Research Team Membership

Steven Scheinman, MD, Chair
Steven Goodman, PhD, Chair

Gary Brooks, PT, DrPH, CCS
Timothy Damron, MD
Timothy Endy, MD, PhD
Gerold Feuer, PhD
Steven Goodman, PhD
Melanie Kalman, PhD, CNS
Wendy Kates, PhD
Stuart Loh, PhD
Frank Middleton, PhD
Michael Miller, PhD
Nancy Nussmeier, MD
Thomas Pelis, PE, LEED AP,
MBA

Jeremy Shefner, MD, PhD
M. Saeed Sheikh, MD, PhD
Eric Smith
Christopher Turner, PhD
Mary Grace VanNortwick
Richard Veenstra, PhD
Ruth Weinstock, MD, PhD
Steven Youngentob, PhD
Michael Zuber, PhD

GOAL 4 Strengthen our commitment to our local, regional, and global communities.

1. **Increase Upstate’s mission-guided investment and participation in our local, regional and global communities.**
 - a. Increase participation in community-activities, internally or externally developed, as representatives of Upstate.
 - b. Increase funds raised during annual SEFA Campaign.
 - c. Increase contributors to SEFA campaign..
 - d. Increase workplace giving (other than SEFA).
2. **Implement our University Hospital Community Service Plan to improve the health of our local community, in partnership with the health department, city schools and other local hospitals.**
 - a. Create “smoke-free” campuses across the city to decrease the number of smokers in our community.
 - i. Increase number of participants enrolled in smoke-free HealthLink programs by 20% by 2012.
 - ii. At least 20% of program participants successfully quit smoking for at least one month or at the end of class.
 - iii. Expand the current smoke-free zone that are subject to fines to include Urgent Care facilities, physician offices, outpatient care facilities, etc. within the city/county limits.
 - b. Increase the percent of refugees receiving healthcare in our community.

Pediatrics

 - iv. Ensure 100% of refugee children receive immunizations for school within 30 days of assessment.
 - v. Peds patients are assigned a healthcare provider and have had their first visit scheduled w/90 days of their arrival.

Adults

 - vi. Refugees receiving intake from UHCC will be monitored over time to ascertain and then decrease ER utilization.
 - vii. Patients are assigned a healthcare provider and have had their first visit scheduled within 90 days of their arrival.
 - c. Increase health insurance coverage for children and families within the Syracuse City School District through Facilitated Enrollment strategies.
 - i. Increase number of children/families re-certified.
3. **Expand business-related partnerships within our community.**
 - a. Increase M/WBE and small business vendor procurement contracts.
 - i. Value of contracts
 - ii. Percent of total expenditures
 - b. Increase public/private partnerships.
4. **Develop the University's Faculty Group Practice Plan as a strategic partner.**

GOAL 4 Commitment to Community Team Membership

Deb Stehle, Chair

Strengthen Investment and Participation

Melanie Rich, Subgroup Leader
Leah Caldwell
Zanette Howe
Melissa McElroy-Elve
Sondra Mott, RN
Susan Shaw, MSN, PNP, ANP
Donna Stoner
Donna Vavonese
Renaee Rokicki - Facilitator

Community Health Service Plan

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Mark Buttiglieri
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Peter Cronkright, MD
Nancy Daoust
Susan Mahar
Brad Olson, MD
Debi Reifsnnyder
Joe Ristau
Bruce Simmons, MD

Community Business Partnerships

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Richard Groth
Terry Larkin
Richard Litz
Thomas Pelis, PE, LEED AP, MBA
Maxine Thompson, MSW, LCSW-R
Deb Stehle
Mark Zeman

Faculty Group Practice Plan Strategy

John McCabe, MD, Subgroup Leader
Stephe Albanese, MD, Subgroup Leader
David Duggan, MD
Lorraine Manzella, MD
Stuart Wright, CPA, MBA

GOAL 5 Create a sustainable university.

1. Enhance investment in our people to ensure a values driven workforce committed to fulfilling the University's mission.

- a. Develop Leadership Institute.
- b. Develop and identify two new training opportunities annually for non-managerial staff.
- c. Increase percent of positions filled through internal promotions.
- d. Increase overall employee satisfaction percentile by 3%.
- e. Increase campus employee satisfaction.
- f. Track competitive turnover level.

2. Advance our core value of diversity and infuse into our campus culture.

- a. Increase minority trainee (student, resident, fellow) enrollment.
- b. Increase participation in diversity focused internship and mentoring experiences by 10%.
- c. Increase women in underrepresented areas across the institution by 3%.
- d. Increase minorities in underrepresented areas across the institution by 3%.

3. Grow our revenues through philanthropic and financial stewardship; become more entrepreneurial.

- a. Increase total assets 3% annually
 - i. Foundation total assets
 - ii. Medical Alumni total assets
- b. Increase total annual contributions 3% annually
 - i. Foundation total contributions
 - ii. Medical Alumni total contributions
- c. State Allocation - Campus
- d. State Support - Hospital
- e. Expenditures from Grants / Contracts (Research Foundation)
- f. Income from Licensing / Royalties (Research Foundation)
- g. Tuition revenue to reflect increasing enrollment
- h. Number of Equity / Licensing agreements
- i. Percentage of Faculty Costs (State) recovered from Grants / Contracts (Research Foundation IFR Payments / Faculty State Salaries)
- j. Clinical Revenues – Hospital
- k. Clinical Revenues – Medical Service Groups

4. Increase investments in information technology to drive efficiencies and innovation.

- a. Capital funding invested in IT projects and capacity
- b. Percent of servers virtualized
- c. Percent increase in number of active network ports
- d. Technology adoption by new user accounts
- e. Percent adoption of Health Information Technology incentive funding meaningful use criteria
- f. Number of authorized users adopting community-based health information exchange

Continued on next page

GOAL 5

Sustainable University Team Membership

Deb Stehle, Chair

Invest in People

Eric Frost, Subgroup Leader
Patty Brecht
John Farruggio
Barbara Riggall
Renaë Rokicki
Lisa Tesorio
Mary Wasilewski
Holly McCurdy – Facilitator

Diversity

Maxine Thompson, Subgroup
Leader
Melissa Adams
Quinnika Ayers
George Blakeslee, CSW
Patty Brecht
Jeff Brunet
Tree Carter
Nakeia Chambers
Ed Clemente
Rev. Terry Culbertson
Eric Frost
Sara Grethlein, MD
Geri Hall
Edgar Johnson
Mary Kirchner
Charlie Lester
Joni Leubner
Kelvin Little
Holly McCurdy
Mary Meier
Sondra Mott, RN
Maxwell Mozell, PhD
Barbara Riggall
Bruce Simmons, MD
Susan Stearns, PhD
Lisa Tesorio
Paula Trief, PhD
Mary Wasilewski
Julie White, PhD

Grow Our Revenues

Steve Brady, Subgroup Leader
Lorraine Manzella
Eileen Pezzi, MPA
Eric Smith
Mary Grace VanNortwick
Stuart Wright, CPA, MBA

GOAL 5 Create a sustainable university.

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5. Ensure capital building and renovation to support the growth of the university.

- a. Annual percent of total existing space renovated. Target 5% per year
 - i. educational and research
 - ii. clinical space renovated
- b. Annual percent of new owned or leased space added (base of SF). Target 3% per year (30 % increase in 10 years)
 - i. for educational and research activities
 - ii. for clinical activities
- c. Annual percent of total State funding allocated for critical maintenance

6. Establish Upstate Medical University as a regional leader in Green Sustainability practices

- a. Reduce energy use in buildings by 30%.
- b. Cap greenhouse gas emissions at current levels and reduce emissions 20%.
- c. Increase use of renewable electricity to 30% of total consumption.
- d. Increase campus recycling to 67% of total waste stream.

Investment in Technology

Terry Wagner, Subgroup Leader

Joseph Smith

Maureen Cummings

Mark Zeman

Steve DeFazio

Ginny Keenan

Cindy Nappa

Capital Building and Renovation

Thomas Pelis, PE, LEED AP, MBA, Subgroup Leader

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Sustainability

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Ron Westbrook

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UPSTATE Strategic Plan
ENGAGING EXCELLENCE

The Engaging Excellence Strategic Plan addresses service to Upstate’s local, regional, national and global communities, including:
providing outstanding education;
advancing new technologies and biomedical discoveries;
providing quality, patient-focused health care; and
contributing to the economic vitality and quality of life in our region.

It aligns with the SUNY Strategic Plan.

www.upstate.edu/strategicplan

www.suny.edu