



Understanding the Development of Upstate Medical University's Balanced Scorecard and Tier 1 Strategy Map



Strategic Foundations Session

June 7-8, 2016

***CUSTOMER & STAKEHOLDER
NEEDS***

BSI – Customer and Stakeholder Needs

EXPLANATION:

Customer and Stakeholder populations identified via small and large group exercises.

DEFINITIONS PER BSI:

Customer: Direct beneficiary of organization's products or services. Often segmented into Primary and Secondary customers.

Stakeholder: Anyone who has a vested interest in the outcome of the organization. Customers are part of the larger stakeholder group.

Customers & Needs

Customer	Needs
Community	<ul style="list-style-type: none"> ▪ Community Engagement and Volunteerism ▪ Employment ▪ Economic support of local businesses ▪ Economic Development ▪ Healthcare ▪ Research ▪ Education
Patients	<ul style="list-style-type: none"> ▪ Patient and family-centered quality and efficient health care ▪ Innovative and integrated healthcare system ▪ A life-course approach to health and disease prevention and management ▪ Cutting-edge technology, equipment, and facilities for provision of care ▪ Full range of inpatient and ambulatory health services ▪ Access to clinical trials
Learners (students, residents, and fellows)	<ul style="list-style-type: none"> ▪ Quality, relevant, and affordable education ▪ ‘Beyond the Books’ opportunities (e.g. student organizations, leadership development, etc.) ▪ Support services (e.g. tutoring, health services, counseling, etc.) ▪ Safe, secure, and current/well-maintained campus ▪ Diverse, inclusive, and welcoming environment ▪ Education Service ▪ Professional Development ▪ Mentoring
Alumni	<ul style="list-style-type: none"> ▪ Positive institutional reputation ▪ Historical collections and access ▪ Networking opportunities

Customers & Needs

Customer	Needs
Providers & referring physicians & Other health system & non-affiliated providers & community hospitals	<ul style="list-style-type: none"> ▪ Access ▪ Best care ▪ Referrals ▪ Outstanding service ▪ Prompt service ▪ Affiliations ▪ Tertiary care ▪ Quaternary care ▪ Respect ▪ Availability
Insurance Companies	<ul style="list-style-type: none"> ▪ Inexpensive
State and federal government	<ul style="list-style-type: none"> ▪ ROI ▪ Compliance
Research Funders & Grant sponsors	<ul style="list-style-type: none"> ▪ ROI ▪ Transparency ▪ Integrity
Start Ups / Industry Partners / Accelerator clients	<ul style="list-style-type: none"> ▪ \$ & resources ▪ Expertise ▪ Space ▪ Access
Donors	<ul style="list-style-type: none"> ▪ Worthy causes for donation ▪ Concise and consistent vision ▪ Clear and consistent understanding of needs

Stakeholders & Needs

Stakeholder	Needs
SUNY and Research Foundation	<ul style="list-style-type: none"> ▪ Strong educational, research and health care services/programs ▪ Reputational responsibility ▪ Responsible management ▪ Compliance and alignment
New York State	<ul style="list-style-type: none"> ▪ Compliance with all laws/regulations/guidelines ▪ High-quality and accessible health care and safety-net services ▪ Employment opportunities for citizens ▪ Highly-educated graduates ▪ Research and innovations ▪ Economic development
Federal Government	<ul style="list-style-type: none"> ▪ Compliance with all laws/regulations/guidelines ▪ Return on Investment (ROI)
Elected Officials	<ul style="list-style-type: none"> ▪ Clear explanation of requested support and outcomes ▪ Focused legislative agenda with benefits to citizenry ▪ Transparency ▪ Opportunity to connect with Upstate
Accrediting & Regulatory Agencies	<ul style="list-style-type: none"> ▪ Compliance with all laws/regulations/guidelines/standards ▪ Timely response to inquiries, audits, and complaints
Unions	<ul style="list-style-type: none"> ▪ Effective partnerships ▪ Adherence to collective bargaining agreements
Donors	<ul style="list-style-type: none"> ▪ Confidence that Foundation and institution is following wishes ▪ Knowledge of how gift helps Upstate

Stakeholders & Needs

Stakeholder	Needs
Faculty	<ul style="list-style-type: none"> ▪ Influence direction and decisions ▪ Administrative transparency ▪ Autonomy ▪ Diverse and inclusive environment ▪ Shared Governance ▪ Meaningful work and supportive environment ▪ Opportunity for development and advancement
Undergraduate Institution Partners	<ul style="list-style-type: none"> ▪ Clear and consistent communication of academic requirements of students transitioning ▪ Further educational opportunities for their graduating students
Employers	<ul style="list-style-type: none"> ▪ Confidence in the education of our students ▪ Clear and direct communication of the qualifications of our graduates
Volunteers	<ul style="list-style-type: none"> ▪ Satisfying volunteer opportunities that capitalize on skills and interests ▪ Confidence that Upstate is a worthy designation for their time and talents
Academic Medical Centers Community	<ul style="list-style-type: none"> ▪ Contributor to quality and best practice in education, research and healthcare
Business Partners	<ul style="list-style-type: none"> ▪ Opportunities to do business ▪ Understanding of our processes; ▪ Productive partnerships ▪ Well-managed business arrangements ▪ Services and payments

Stakeholders & Needs

Stakeholder	Needs
Employees	<ul style="list-style-type: none"> ▪ Stable and satisfying employment ▪ Safe, welcoming, diverse and inclusive environment ▪ Competitive pay and benefits ▪ State-of-the art and/or well-maintained facilities and equipment ▪ Clear vision and leadership support ▪ Clear expectations and recognition
Researchers	<ul style="list-style-type: none"> ▪ Space ▪ Modern Equipment ▪ Training ▪ Technology ▪ Support (Financial, Leadership, Academic, etc.)
Council/Board Members	<ul style="list-style-type: none"> ▪ Share expertise ▪ Networking ▪ Appreciation/recognition ▪ Progress reports ▪ Stable list of priorities ▪ Treated like 'Upstate Family'
Clinical Sites	<ul style="list-style-type: none"> ▪ Qualified trainees ▪ Support, mentoring and training ▪ Understood and manageable processes and requirements ▪ Remote access to Library resources

Stakeholders & Needs

Stakeholder	Needs
Vendors	<ul style="list-style-type: none"> ▪ Ease of Process
Research Funders	
Other hospitals & care facilities	
General public/taxpayers	
Economic Development Community	<ul style="list-style-type: none"> ▪ Innovation
Newsmedia	<ul style="list-style-type: none"> ▪ Expertise ▪ Local news
Attorney General	<ul style="list-style-type: none"> ▪ Funding ▪ Risk Management
Payors	<ul style="list-style-type: none"> ▪ Quality and value of health care
MedBest	<ul style="list-style-type: none"> ▪ Employment



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PERSPECTIVES

BSI – Perspectives

EXPLANATION: Perspectives identified via small and large group exercises.

DEFINITIONS PER BSI:

Perspectives: Different views of organizational performance; performance dimensions.

- The names of the perspectives will change from organization to organization, but the *concepts* remain constant.

BSI perspectives:

- *Organizational Capacity or Learning and Growth:* How we support internal processes through improved tools, technology; knowledge, skills and abilities; Infrastructure; Work culture, innovation, and leadership; Governance
- *Internal Process:* Focuses on processes that create value for customers; Not human resources or other capacity building processes (Process Efficiency)
- *Financial Stewardship:* How do we maximize value and effectiveness of our mission? (Example: Financial Performance)
- *Customer and Stakeholder:* Through the eyes of the customers and stakeholders, how will do our products and services meet their needs? (Example: Satisfaction)

BSI – Perspectives for Upstate Medical University

Learners, Patients, Community, & Other Stakeholders



Financial Stewardship



Internal Processes



Organizational Capabilities
(People, Facilities, Technology)





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STRATEGIC THEMES & RESULTS

BSI - Strategic Themes and Results

DEVELOPMENT EXPLANATION:

- Developed 6.7.2016 at *BSI Strategic Planning Kick-Off Session* via small and large group exercises
- Will be further refined during *BSI Theme Team session* in July 2016

DEFINITION:

- **Strategic Theme (Goals):** Main focus areas of the organization; the organization's 'Pillars of Excellence' used to focus staff effort on accomplishing the vision. For each theme there is a Strategic Result.
- **Strategic Result:** Desired outcome for the main focus areas of the strategy.

BSI - Strategic Themes and Results

Strategic Themes:

- Break down Vision into more operational terms
- Represent the main focus areas of the organization's high-level strategy
- Are thought of as the organization's "Pillars of Excellence"
- Cut across the business and support functions of the organization
- Each have one corresponding Strategic Result

Strategic Results:

- Define the desired outcome or goal of the Theme
- Indicate how we will know success within the Theme
- Are described in declarative "end state" language (e.g. *costs are low*, not *we will lower costs*)

Example:

- Strategic Theme: *Build the Business*
- Strategic Result: *We hold the leading share in the global fast food restaurant market in every country in which we choose to do business.*

BSI - Strategic Themes and Results for Upstate Medical University

Strategic Themes	Strategic Results
Innovative Learning and Discovery	Destination of choice for patients and innovative employees, educators, learners, and researchers.
Community Impact	A collaborative and trusted partner in service to our communities.
Execution and Growth	An excellent university growing through aligned decision making, efficient and effective operations, quality services, and a dedicated and diverse workforce.
Integration	One university, connected by mission and aligned leadership, integrated through a culture of inclusion, transparency, and trust.