OUR Upstate – One University Road Map

Tier 1 Institutional Objectives

by Balanced Scorecard Perspective

UPSTATE
MEDICAL UNIVERSITY
Expertise. Compassion. Hope.

PERSPECTIVE: ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)

OPTIMIZE TECHNOLOGY, FACILITIES, & SUPPORT SERVICES
Objective Team Leader: Tom Pelis, Finance and Management

What does this mean?
- Promote efficient use of core facilities and technology supporting research, teaching, and clinical care.
- Provide contemporary IT support for mission and management.
- Increase the use of currently available technology by investing in necessary training and continuous education.
- Promote and support new technology that will align with the University's strategic needs.
- Encourage utilization of the current facilities by investing in the infrastructure to align with the University's mission.
- Review development of current facilities and assess potential new facilities to align with the University's mission.

What are the intended results?
- Stakeholders find our technology, facilities and support services (TF&S) are available upon request and adequate to meet their needs.
- Maximize utilization of current resources.
- Institution can anticipate and efficiently engage resources to adapt to future needs.

IMPROVE CULTURE OF TRUST
Objective Team Leader: Mark Schmitt, PhD – College of Graduate Studies

What does this mean?
- Trust builds on the organizational capacity by increasing employee satisfaction, collaboration, and integration in clinical care, education and research.
- Trust must extend between employees at every level, between employees and their supervisors, and among departments, the colleges, and the hospital.
- It is knowing your boss has your back and a leader will make a decision for the benefit of the organization.

What are the intended results?
- Institutional leaders demonstrate competence, credibility and fairness and value and facilitate shared decision-making.
- Members of the workforce are given the tools and resources needed to do their jobs and are empowered with the authority and are held accountable to carry out their responsibilities.
- Members of the workforce can easily connect their work to the mission of the university and understand how and why decisions are made.
- Members of the Upstate community feel comfortable expressing opinions and concerns.

INCREASE DIVERSITY, EQUITY, ACCESS & INCLUSION
Objective Team Leader: Maxine Thompson, Diversity and Inclusion

What does this mean?
- Recruit and retain a student body and workforce which reflects the community in terms of race/ethnicity, class, gender, sexuality, religion, disability, region, nationality and other dimensions of diversity.
- Expand recruitment efforts to include diversity outreach efforts and a variety of search mediums on a local, regional and national level.
- Retention efforts include 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.
- Increase the level of inclusion in the decision-making process.
- Proactively communicate key initiatives across the university and invite input from diverse stakeholders.
- Recognize the intersections between workforce diversity, patient satisfaction, employee satisfaction, and health disparities.
- Utilization of MWBE's.

What are the intended results?
- Increased diversity among students and at all levels of the workforce.
- Increased involvement of the diverse workforce and students in decision-making.
- Diverse members of the workforce and students tell us they are valued and welcomed.
- Increased outreach activities to diverse communities.

INCREASE WORKFORCE SATISFACTION
Objective Team Leader: Paula Trief, PhD – Faculty Affairs

What does this mean?
- 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.

What are the intended results?
- Workforce members tell us they are satisfied with their job.
- Workforce members tell us they are achieving their personal goals.
- Workforce members tell us they are achieving their professional goals.
- Workforce members participate in university activities.

IMPROVE EFFICIENCY AND ACCOUNTABILITY
Objective Team Leader: Robert Corona, MD – Pathology

What does this mean?
- Continuously improve operational and administrative efficiencies resulting in improved cost management and delivery of services.
- 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.

What are the intended results?
- Identify and reduce duplicative and overlapping processes.
- Improve accountability throughout the University.

INCREASE INTEGRATION
Objective Team Leader: Jeffrey Bogart, MD – Radiation Oncology/UUMAS

What does this mean?
- Improve coordination and alignment of all components of Upstate Medical University through joint planning, collaboration and shared decision-making. A culture of openness and transparency, with regards to data, processes and results, is essential to achieve tighter integration.
- Improving integration will mean continuing to break through silos throughout the institution with increased cross-representation on decision-making bodies.
- Organization of the constituent elements into a coordinated, harmonious whole.

What are the intended results?
- Move towards improved alignment and a more functionally integrated health care system.
- Increase cross discipline education, clinical practice and research.
- The Upstate community feels well represented in planning, decision-making and execution.
- The Upstate community feels well informed regarding the sources and uses of institutional resources.

GROW PROGRAMS & COMMUNITY PARTNERSHIPS
Objective Team Leader: Eileen Pezzi – Upstate Foundation
What does this mean?
- Grow programs in research, education, and clinical care by continuous evaluation of market need and mission objectives.
- Identify and grow community, industry and philanthropic partnerships by developing strategic relationships.
- Successfully integrate these partnerships into sustainable programs consistent with our mission and based upon diverse community need.

What are the intended results?
- Upstate programs and partnerships respond to needs identified by communities and organizations and aligned with our mission.
- A culture that supports community service and giving.
- A seamless process for identifying needs, and developing strategic partnerships.

IMPROVE QUALITY
Objective Team Leader: Anthony Weiss, MD – Hospital Administration

What does this mean?
- Across missions, programs and services will be designed, promoted, and evaluated according to accepted standards and agreed to quality goals.
- The principles of continuous improvement will be incorporated into ongoing program evaluation and review.
- Quality outcomes shall be shared widely in the organization.
- Clear mechanisms for education, feedback, and accountability will be established.

What are the intended results?
- All programs will achieve and maintain accreditation.
- All employees will understand and participate in Clinical Quality Improvement (CQI).
- Universally disseminated dashboard encompassing the three areas of the mission and action plans for underperforming metrics.

ENHANCE INNOVATION
Objective Team Leader: David Amberg, PhD – Research Administration

What does this mean?
- Become a destination and partner of choice for innovators.
- 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.
- Facilitate collaboration within the University, and with external partners, through the establishment of new interdisciplinary centers and institutes.
- Foster a climate of innovation across the missions and establish mechanisms to allow innovative ideas to cascade 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.

What are the intended results?
- The reputation of the University is increased.
- Cancer Center is NCI-Designated.
- Industry engagement and investment in the University is increased.
- Philanthropic dollars to offset research costs are increased.
- Translation of Upstate innovation to the clinic and public health is increased.
- A funded Clinical and Translational Science Award Program.
- Growth and development of institutes and centers, built with internal and external stakeholders, focused on innovations in research, education, and clinical care.
- 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).

IMPROVE FISCAL RESPONSIBILITY AND TRANSPARENCY
Objective Team Leader: Eric Smith, Finance and Management

What does this mean?
- Improve financial responsibility to drive continuous financial improvement. This means individuals must have clearly defined goals at all levels while also being responsible for results.
- Financial and operational outcomes will be shared across the University to inform decision-making, set priorities, report results, and continuously improve.

What are the intended results?
- Alignment of resource allocation decisions and university priorities.
- Clear goals and expectations by mission and department…'If you can't measure it, you can't manage it.'
- Effective and efficient use of resources.

IMPROVE FINANCIAL PERFORMANCE
Objective Team Leader: Stephen Albanese, MD – Orthopedic Surgery

What does this mean?
- Improve financial performance necessary to fund, sustain, and better serve the mission with a focus on the balance between growing revenues and managing expenses.
- Ensure the University has necessary resources available to support operations, fund obligations, and make future investments.

What are the intended results?
- Grow revenues.
- Control costs and improve efficiency.
- Improve University wide profitability.
- Liquidity – Improve cash balances for future operating, capital and other investment needs.

INCREASE ACCESS
Objective Team Leader: Gennady Bratslavsky, MD – Urology

What does this mean?
- Enhance the opportunity for patients throughout our community and learners to gain access to services and opportunities in the Upstate University System in a timely and equitable manner.
- 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.

What are the intended results?
- Allow patients to access a broad array of healthcare services in a timely manner.
- Establish a simple referring process and seamless communication for referring providers.
- 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.

REDUCE HEALTH DISPARITIES
Objective Team Leader: Sharon Brangman, MD – Geriatrics

What does this mean?
- 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.

What are the intended results?
- Students, faculty, and staff demonstrate knowledge of health disparities.
- All students and identified faculty will have exposure to underserved settings to reinforce determinants of health using the socio-ecologic model.
- All stakeholders report that their health and/or cultural needs were valued and respected.
- Upstate patients (inpatient and outpatient) will have universal screening for non-medical determinants of health.

INCREASE REPUTATION FOR EXCELLENCE
Objective Team Leader: Leah Caldwell – Marketing and University Communications

What does this mean?
- Achieve a reputation for consistent excellence in healthcare, education, research and responsiveness to community needs.

What are the intended results?
- People choose to come to Upstate.
- People say good things about Upstate.
- People support and want to engage with Upstate.

IMPROVE HEALTH OUTCOMES
Objective Team Leader: Ramesh Sachdeva, MD – President's Office of Strategic Affairs

What does this mean?
- 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.
- Should include contributions from all facets of university: clinical, educational, research.
- REACH:
    - Primary population – population addressed by all levels of our health care system – local impact.
    - Referral population – primarily served by specialties and hospital – regional impact.
    - Educational/Research – national impact.

What are the intended results?
- Our patients report that their health outcomes are excellent.
- Our public health departments tell us the global measures of the health of our served populations is improving.
- Our internal health index measures tell us that our care is excellent in the domains of quality and safety.
- 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.