



Tier 1 Strategic Initiatives

Initiatives: Projects and action plans that drive results; New or continuing projects and actions designed to improve performance of one or more strategic objectives.

Presidential Ongoing Priorities:

- **Develop President’s Office of Strategic Affairs:** Intended to develop and implement an institution-wide strategic plan using the balanced score card methodology. The office of strategic affairs will provide university wide resources and support for strategic data analysis, business development, management sciences and structured decision-making. The office of strategic affairs will also support the planning and implementation of the regional strategy.
- **Foster External Relationships and Collaborations:** Intended to develop and strengthen connections in support of our mission and in partnering with our community.
- **Promote Cancer Integration & Network Development:** Intended to increase reputation, improve access, support research (clinical, translational, and basic science), and foster community engagement and services to underserved areas.
- **Support a Comprehensive Ambulatory Care Strategy:** Intended to promote system growth with greater referrals and patient volume. This directly aims at increasing access to primary and subspecialty care.
- **Pursue Development of a Heart Institute:** Intended to strengthen the cardiovascular services offered at 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.
- **Build on Neurosciences Expertise:** Intended to capitalize on the current success of the neurology, neurosurgery and psychiatry services, and further integration of clinical activities and neurosciences research. This will also build on the success of the Comprehensive Stroke Program, including leveraging the tele-stroke activities.

Prioritized Strategic Planning Initiatives:

- **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.

- **Develop an Institute for Global, Environmental, and Community Impact***: 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.
- **Investigate an Institute for Transformative Education**: Intended to foster innovation through flexible and integrated education programs leading to personal, programmatic and university growth.
- **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.
- **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.
- **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.
- **Pursue Leadership Training: Trust & Collaboration**: Intended to provide structured education to all leaders and supervisors for long-term development of trust and accountability.
- **Conduct Information Technology, Facilities, & Support Services Assessment & Planning**: Intended to evaluate customer input, maximize use of available resources, and insure robust planning and prioritization for future needs.
- **Institute Tracking of Accomplishments to Achieve Excellence**: Intended to achieve transparency, accountability and continued improvement through standardized measurement and monitoring.
- **Monitor Evaluation and Redesign of University Programs & Partnerships**: Intended to establish metrics for measurement and evaluation of effectiveness of programs, activity and partnerships.
- **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.
- **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.

* *Indicates overlap with Presidential priorities*