

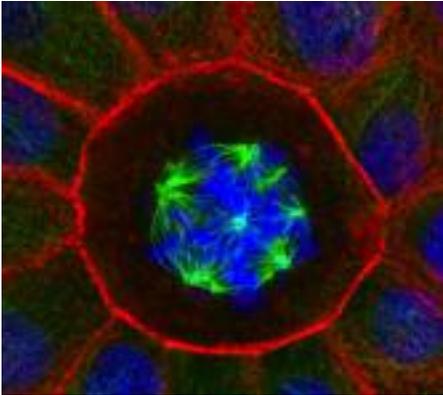


**OUR UPSTATE**  
**ONE UNIVERSITY ROAD MAP**

**STRATEGIC PLAN**

LAUNCH 2017

**UPSTATE**  
MEDICAL UNIVERSITY



## Introduction From the President

This document accompanies the launch of *OUR Upstate, the One University Roadmap* that will set the course for us to thrive. 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.

While 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 through the shared voice of 500 members of the Upstate family: **United in expertise, compassion and hope in the creation of a healthier world for all.** To achieve this vision we will be guided by 15 overarching goals, also newly identified in the strategic plan. These objectives are relevant to Upstate both on an institutional and individual level.

More than 100 people directly participated in the process that resulted in our new strategic plan. Through a series of intensive meetings with reported outcomes, Upstate identified *from within* where our strengths and challenges are, and what we need to do to achieve and measure success. While we built the plan using the tools and methodology of the Balanced Scorecard Institute, we are implementing our own highly personalized adaptation to guide our efforts.

Even as we developed the plan, the process propelled us forward. We identified initiatives that we were able to start *immediately*. Those initiatives are also detailed in this report.

No matter what our role is at Upstate, we all have important work to achieve our vision and a successful future. I look forward to being together on a path that energizes and unites us.

Danielle Laraque-Arena, MD, FAAP  
President  
SUNY Upstate Medical University

## Starting Point: About SUNY Upstate Medical University

The **OUR Upstate** strategic plan is built upon a strong foundation. 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. Upstate has been part of the State University of New York since 1950.

- 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 9,400 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. At the invitation of the President, the vision was revisited in 2016 with the thoughtful input of more than 500 members of the Upstate community. The resulting vision resonates across Upstate: **United in expertise, compassion and hope in the creation of a healthier world for all.**

## Values

Identifying the institutional values also stemmed 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 Development of a New Plan

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 at the same time the current Upstate president took office.

To anchor the planning and to immediately relevant, Upstate’s SWOT analysis of its Strengths, Weaknesses, Opportunities and Threats was reviewed in the development of *OUR Upstate*. Some of what was identified includes:

**Strengths** — Part of SUNY; medical school improvements; relevant education and pipeline; many areas of clinical excellence and financial security; specific strengths in basic science.

**Weaknesses** — No primary care network; relatively weak connection between research and clinical care; collaborations need support.

**Opportunities** — Destination of choice for key programs; further economic impact; public health and global partnerships.

**Threats** — Inaction; regional competitors; generally worsening state of healthcare delivery of underserved.

The balanced scorecard methodology — which was developed at Harvard and has been used by more than 60% percent of Fortune 500 companies as well as scores of public service and government entities — was identified as the system for strategic planning and performance management. Throughout the process Upstate tailored the tools to capture its own priorities for success. The components of strategic plan itself — notably the 15 objectives and the initiatives to support them — were built from six months of intensive activities in 2016-2017. This involved nearly 100 Upstate people from every part of campus, and included significant participation and decision making from clinical, education and research leadership.

## The One University Roadmap — *OUR Upstate* Strategic Plan

The strategic plan is designed to propel Upstate toward future success with actions that are aimed at fulfilling our vision: united in expertise, compassion and hope in the creation of a healthier world for all.

The strategic plan includes these elements: our overarching strategies (integration; innovative learning and discovery; community impact; execution and growth); four different perspectives through which see growth; 15 high level objectives; initiatives that help us achieve the objectives; dashboard measures that tell us how we are doing; and a “strategy map” which is a shorthand graphic that rolls up the plan in a format that is easy to share. *OUR Upstate* also identifies the President’s strategic priorities that align with Upstate’s strengths, needs and goals.

The strategic plan rolls out in three stages — from the institution level to the individual. Thus, Tier 1 aligns with entire institution; Tier 2 aligns with units and departments; and Tier 3 aligns with an individual’s performance plan. When all three tiers are fully implemented, everyone at Upstate will see how his or her own work, ideas and contributions bring us toward our goals. Ultimately, that individual connection to the vision, goals, and measures creates more opportunity for each person at Upstate to contribute meaningfully to success, as well as more energy for the institution as a whole.

## One University, One Upstate

The plan is deliberately called a “One University” Road Map. As noted internally and by consultants, the complexity of Upstate also can cause a degree of isolation as people focus on their work. Other unintended divisions can occur, such as whether one primarily serves students or patients, or whether one’s contacts at work are internal or with the public. Upstate also has more than 40 campus buildings and two cities from which we conduct our business, as well as a network of clinical sites. This potential to be disconnected is acknowledged, but it is also important to see — and feel — how 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 Vision Shapes the Strategy

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, and the benefits to thrive and be recognized that come from it, there are four areas in which Upstate must excel. In the planning process these “pillars of excellence” emerged as the strategies. They apply to every part of Upstate, and each strategy has a result that tells us when we’ve excelled.

## Upstate’s Strategies

### Integration

**How will we know we’ve achieved it?**

Upstate will be one university, connected by mission and aligned leadership, integrated through a culture of inclusion, transparency, and trust.

### Innovative Learning and Discovery

**How will we know we’ve achieved it?**

Upstate will be the destination of choice for patients and innovative employees, educators, learners and researchers

### Community Impact

**How will we know we’ve achieved it?**

Upstate will be a collaborative and trusted partner in service to our communities.

### Execution and Growth

**How will we know we’ve achieved it?**

Upstate will be an excellent university growing through aligned decision-making, efficient, effective operations, quality services, and a dedicated and diverse workforce.

## Building a balanced plan views the strategy from more than one perspective

OUR Upstate uses the main tenant of the Balanced Scorecard, which is to look at the health of Upstate from several angles. These different view-points from the organization are what provide the “balance” for the entire strategic plan. It also helps us ultimately determine what to measure in each area, not just relying on just one perspective.



## The 15 objectives through which we will achieve our success

### Upstate's Perspectives

#### Our strengths

In the planning, this is referred to as Organizational Capacity. It is what we need to get the job done, and includes the right tools, technology, knowledge, culture, innovation, and leadership.

#### Our processes

In the planning, this is referred to as Internal Process and these are the activities that create value and keep Upstate running smoothly for those we serve, such as our patients, students and providers.

#### Our financial performance

In the planning, this is referred to as Financial Stewardship and it is the responsible use of resources — on behalf of all — to effectively fulfill our mission.

#### Our community

In the planning, this is referred to as Customer and Stakeholder. This includes anyone who has a vested interest in our outcome and how well we serve them. These include patients, our communities, students, learners and trainees.

To achieve success, Upstate has identified 15 objectives that we can do continually. Strategy is about the future and asks the question: “What do we need to do now to achieve our vision?” The objectives are the answer. They are what we need to do today and tomorrow. Every member of the Upstate workforce can have an impact on some or all of the list below.

The objectives below also link to the perspectives—those various angles from which to view our plan. This relationship becomes most clear on the strategy map. 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.

Each of the items below also has one or two measures to gauge its success, as well as initiatives to propel it forward. The measures are saved for the last part of the planning process. If they are identified too early, the wrong things that don't relate to our strategy could be selected.

### 1. Optimize Technology, Facilities and Support Services

(Team Leader Tom Pelis)

- 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.

#### Success will result in:

- 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.



## 2. Improve Culture of Trust

(Team Leader Mark Schmitt, PhD)

- Trust builds organizational strength by increasing employee satisfaction, collaboration, and integration in clinical care, education and research.
- Extend trust 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 that leaders will make decisions that benefit the organization.

### Success will result in:

- Leaders demonstrate competence, credibility and fairness. Shared decision-making is valued.
- Employees have all the tools and resources needed to do their jobs, as well as the authority and accountability for their responsibilities.
- Our workforce can easily connect their work to the mission of the university and understand how and why decisions are made.
- The Upstate community feels comfortable expressing opinions and concerns.



## 3. Increase Diversity, Equity, Access and Inclusion

(Team Leader Maxine Thompson)

- 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.
- Expand recruitment to include diversity outreach on a variety of search mediums on a local, regional and national level.
- 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.
- Increase inclusion in decision making.
- 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 MWBEs.

### Success will result in:

- 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.



#### 4. Increase Workforce Satisfaction

(Team Leader Paula Trief, MD)

- 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.

Success will result in:

- 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.



#### 5. Improve Efficiency and Accountability

(Team Leader Robert Corona, DO)

- 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.

Success will result in:

- Identify and reduce duplicative and overlapping processes.
- Improve accountability throughout the University.



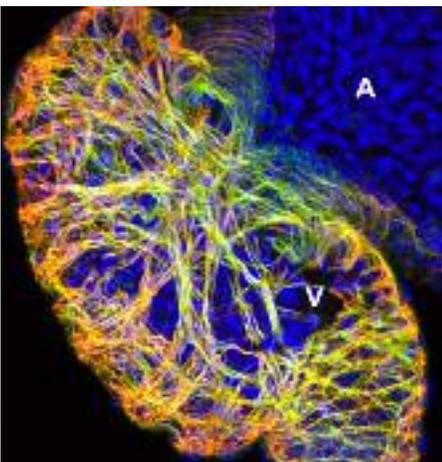
#### 6. Increase Integration

(Team Leader Jeffrey Bogart, MD)

- 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 regard to data, processes and results, is essential to achieve tighter integration.
- Improving integration will mean continuing to break through silos and create increased cross-representation on decision-making bodies.
- Organize constituent elements into a coordinated, harmonious whole.

Success will result in:

- 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.



## 7. Grow Programs and Community Partnerships

(Team Leader Eileen Pezzi)

- 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.

Success will result in:

- 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.

## 8. Improve Quality

(Team Leader Anthony Weiss, MD)

- 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.

Success will result in:

- 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.





## 9. Enhance Innovation

(Team Leader David Amberg, PhD)

- 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.

Success will result in:

- Increased reputation.
- Cancer Center is NCI-Designated.
- Increased industry engagement and investment.
- Increased philanthropic dollars to offset research costs.
- 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.

## 10. Improve Fiscal Responsibility and Transparency

(Team Leader Eric Smith)

- 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.

Success will result in:

- Alignment of resource allocation decisions and university priorities.
- Clearer goals and expectations by mission and department... “If you can’t measure it, you can’t manage it.”
- Effective and efficient use of resources.

## 11. Improve Financial Performance

(Team Leader Stephen Albanese, MD)

- 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.

Success will result in:

- Growing revenues.
- Control costs and improve efficiency.
- Improve University wide profitability.
- Liquidity – Improve cash balances for future operating, capital and other investment needs.

## 12. Increase Access

(Team Leader Gennady Bratslavsky, MD)

- 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.

Success will result in:

- 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.

## 13. Reduce Health Disparities

(Team Leader Sharon Brangman, MD)

- 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.

Success will result in:

- 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.



#### 14. Increase Reputation for Excellence

(Team Leader Leah Caldwell)

- Achieve a reputation for consistent excellence in healthcare, education, research and responsiveness to community needs.

Success will result in:

- People choose to come to Upstate. (Patients, students, faculty, employees, volunteers.)
- People say good things about Upstate.
- People support and want to engage with Upstate.



#### 15. Improve Health Outcomes

(Ramesh Sachdeva, MD, PhD, JD, MBA)

- 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.

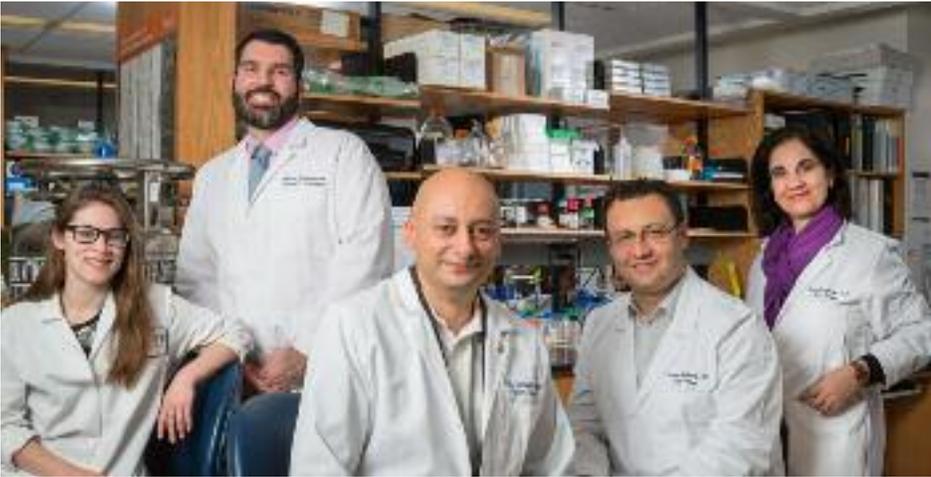
Reach:

- 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.

Success will result in:

- 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.





## PART II

### Upstate Initiatives: Immediate results of the strategic planning process

One of the beneficial things that happened during the strategic planning process was that interesting ideas and institutional needs began to emerge. Rather than wait for the plan to be completed, several of the needs were compelling enough — and clearly heading in the strategic direction for Upstate— that it was sensible to develop these new ideas right away.

### Presidential Ongoing Initiatives

#### Develop President's Office of Strategic Affairs:

The office will provide university wide resources and support for 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 Collaborations:

To develop and strengthen connections and community partnerships that support our mission.

#### Promote Cancer Integration and Network Development:

To improve access, support research (clinical, translational, and basic science), foster community engagement and services to underserved areas, and build reputation.

#### Support a Comprehensive Ambulatory Care Strategy:

To promote system growth with greater referrals and patient volume. This directly aims to increase 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:

To capitalize on the current strengths of neurology, neurosurgery and psychiatry services, the Comprehensive Stroke designation and telestroke, and further integrate clinical activities and neurosciences research.



# PART II, CONTINUED

## Systems-Wide Initiatives

These are activities that have far reaching benefits for the entire institution.

Those with an asterisk \* Indicates overlap with Presidential priorities



## 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, 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.
- **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 and 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.

## Strategic Plan Planning Participants

Stephen Albanese, MD -  
Orthopedic Surgery

Lisa Alexander - Office of General  
Counsel

David Amberg, PhD - Research  
Administration

David Anthony - Accounting and  
Budgeting

Dale Avers, DPT, PhD -  
College of Health Professions

Katherine Beissner, PhD -  
College of Health Professions

Winter Berry, MD - Pediatrics

Heidi Beutenmuller, Student -  
College of Health Professions

Jeffrey Bogart, MD - Radiation  
Oncology, Cancer Center, UUMAS

Ann Botash, MD - Pediatrics

Sharon Brangman, MD -  
Geriatrics

Gennady Bratslavsky, MD -  
Urology

Patty Brecht - Human Resources

Jay Brenner, MD - Emergency  
Medicine, Faculty Governance

Julie Briggs - Hospital  
Administration

Catherine Cadley - Educational  
Communications

Leah Caldwell - Marketing and  
University Communications

Bambi Carkey, DNP - College of  
Nursing

Hans Cassagnol, MD - Hospital  
Administration

Lynn Cleary, MD - Academic  
Affairs

Susan Cole - Public and Media  
Relations

Robert Cooney, MD - Surgery

Robert Corona, DO - Pathology

Shawna Craigmile-Sciacca -  
Hospital Administration

Nancy Daoust - Hospital  
Administration

Rajesh Dave, MD - Binghamton  
Clinical Campus

Sandra Delaney - Shared Business  
and Administration

Mantosh Dewan, MD - College of  
Medicine

Amit Dhamoon, MD, PhD -  
Medicine

Darcy DiBiase - Marketing and  
University Communications

David Duggan, MD - College of  
Medicine

Robert Dunton, MD - Surgery

Timothy Endy, MD -  
Microbiology and Immunology

John Epling, MD - Family  
Medicine

Denise Feeley - President's Office  
of Strategic Affairs

Bridget Flanagan - Upstate  
University Medical Associates at  
Syracuse (UUMAS)

Eric Frost - Human Resources

Susan Furtney - Ambulatory  
Services Administration

Rebecca Garden, PhD - Bioethics  
and Humanities

Rick Gardner - College of  
Medicine

Darryl Geddes - Public and Media  
Relations

Lauren Germain, PhD -  
Curriculum Development Office

Bonnie Grossman, MD - Medical  
Administration

Stephanie Hisgen - Nursing  
Recruitment and Retention

Zanette Howe - Marketing and  
University Communications

Sharon Huard - Student Affairs

Dan Hurley - Government  
Relations

Matt Hutz - Medicine

Patty Kane, PhD - Biochemistry  
and Molecular Biology

Susan Keeter - Marketing and  
University Communications

Katie Keough - Research  
Administration

Paul Ko, MD - Curriculum  
Development Office

Leslie Kohman, MD - Cancer  
Center Administration

Michael Jurbala - Internal Audit

Danielle Laraque-Arena, MD -  
President

James Legault - Clinical Practice  
Analysis and Support

John McCabe, MD - Hospital  
Administration

Steve McClintic - Hospital  
Administration

Holly McCurdy - Organizational  
Training and Development

Margaret Maimone, PhD - Cell  
and Developmental Biology

Lorraine Manzella - Upstate  
University Medical Associates at  
Syracuse (UUMAS)

Bob Marzella - Hospital  
Administration

Luis Mejico, MD - Neurology

Frank Middleton - Research  
Administration

Chris Morley, PhD - Public Health  
and Preventive Medicine

Cynthia Morrow, MD - Bioethics  
and Humanities

Sri Narsipur, MD - Medicine

Nancy Page - Hospital  
Administration

Tom Pelis - Finance and  
Management

Eileen Pezzi - Upstate Foundation

Mark Polhemus, MD - Medicine

Carol Recker-Hughes, PhD -  
College of Health Professions

Eric Rodriguez - College of  
Nursing

Renae Rokicki - President's Office  
of Strategic Affairs

Ramesh Sachdeva, MD, PhD -  
President's Office of Strategic  
Affairs

Dr. Joseph Sanger, PhD - Cell and  
Developmental Biology

Ryan Schiedo, Student - College of  
Medicine

Mark Schmitt, PhD - College of  
Graduate Studies

Neal Seidberg, MD - Pediatrics

Simone Seward - Center for Civic  
Engagement

Don Simpson, PhD - College of  
Health Professions

Eric Smith - Finance and  
Administration

Amy Szczesniac - Hospital  
Administration

Asalim Thabet, MD - Emergency  
Medicine

Stephen Thomas, MD - Medicine

Brian Thompson, MD - Obstetrics  
and Gynecology

Maxine Thompson - Diversity and  
Inclusion

Wanda Thompson, PhD - Office of  
the President

Winthrop Thurlow - Office of the  
President

Paula Trief, PhD - Faculty Affairs

Grace VanNortwick - College of  
Medicine

Linda Veit - Community Relations

Mariano Viapiano, PhD -  
Neuroscience & Physiology

Terry Wagner - Information  
Management and Technology

Ruth Weinstock, MD, PhD -  
Medicine

Jennifer Welch - Student Affairs

Tony Weiss, MD - Hospital  
Administration

Julie White, PhD - Student Affairs

Stuart Wright - Financial Services  
Administration

## Special Thank You to

- Office of the President
- Marketing and University  
Communications
- Public and Media Relations
- Cathy Cadley, Educational  
Communications, for the  
Strategic Plan website
- The many administrative  
assistants who diligently helped  
schedule leadership participation

## More Information

President's Office of Strategic  
Affairs, (315) 464-1683

Ramesh Sachdeva, MD, PhD  
Senior Vice President for  
Strategic Affairs

Renae Rokicki, MEd  
Project and Strategic Planning  
Administrator

[www.upstate.edu/strategicaffairs](http://www.upstate.edu/strategicaffairs)

**VISION**  
United in expertise, compassion and hope in the creation of a healthier world for all.

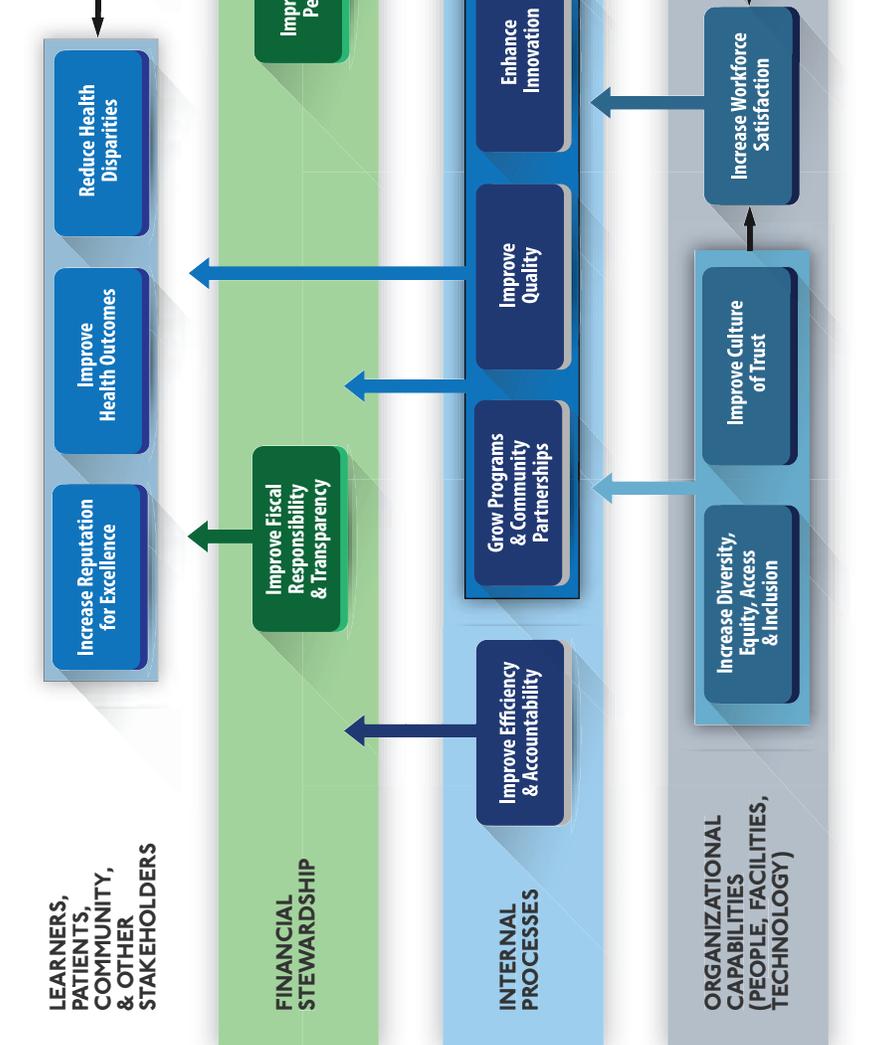
**MISSION**  
To improve the health of the communities we serve through education, biomedical research, and patient care.

**VALUES**  
We drive innovation and discovery • We respect people • We serve our community • We value integrity • We embrace diversity and inclusion

**STRATEGIES AND RESULTS**

INTEGRATION	INNOVATIVE LEARNING AND DISCOVERY	COMMUNITY IMPACT	EXECUTION AND GROWTH
Upstate will be one university, connected by mission and aligned leadership, integrated through a culture of inclusion, transparency, and trust.	Upstate will be the destination of choice for patients and innovative employees, educators, learners and researchers.	Upstate will be a collaborative and trusted partner in service to our communities.	Upstate will be an excellent university growing through aligned decision making, efficient, effective operations, quality services, and a dedicated and diverse workforce.

## STRATEGIC OBJECTIVES AND STRATEGY MAP



PERFORMANCE MEASURE	OUR UPSTATE INITIATIVES
<p><b>LEARNERS, PATIENTS, COMMUNITY, &amp; OTHER STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>Reputation Index</li> <li>Community Health Education Elements</li> <li>Onondaga County Health Dept Data</li> <li>Local and Regional Health Index</li> <li>Learner Access Score</li> <li>Time to Third Available New Appointment</li> </ul> <p><b>FINANCIAL STEWARDSHIP</b></p> <ul style="list-style-type: none"> <li>Operational and Financial Key Performance Indicators</li> <li>Budget Process Participation</li> <li>Total Revenue Growth</li> <li>Overall Profit Margin</li> <li>Days of Cash on Hand</li> </ul> <p><b>INTERNAL PROCESSES</b></p> <ul style="list-style-type: none"> <li>Meeting Efficiency</li> <li>Performance Review Rate</li> <li>New strategic partnerships</li> <li>New mission or needs based programs</li> <li>Inpatient Vizedent Rating</li> <li>Outpatient Vizedent Rating</li> <li>Innovation Index</li> <li>Research Expenditures</li> <li>Leadership Integration Survey</li> </ul> <p><b>ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)</b></p> <ul style="list-style-type: none"> <li>Student Diversity Index</li> <li>Workforce Diversity Index</li> <li>Pulse Survey</li> <li>Workforce Satisfaction Indicator</li> <li>Quality of Life Score</li> <li>Technology, Facilities, and Support Adequacy and Availability Score</li> <li>Technology, Facilities, and Support Utilization Index</li> </ul>	<p><b>PRESIDENTIAL ONGOING PRIORITIES</b></p> <ul style="list-style-type: none"> <li>Develop President's Office of Strategic Affairs</li> <li>Foster External Relationships &amp; Collaborations</li> <li>Promote Cancer Integration &amp; Network Development</li> <li>Support a Comprehensive Ambulatory Care Strategy</li> <li>Pursue Development of a Heart Institute</li> <li>Build on Neurosciences Expertise</li> </ul> <p><b>PRIORITIZED STRATEGIC PLANNING INITIATIVES:</b></p> <ul style="list-style-type: none"> <li>Integrate the Upstate Health Care System</li> <li>Develop an Institute for Global, Environmental, and Community Impact*</li> <li>Investigate an Institute for Transformative Education</li> <li>Redesign the Patient Entry Process</li> <li>Implement Global Budgeting*</li> <li>Outline Center and Institute Guidelines, Principles and Support Strategies</li> <li>Pursue Leadership Training: Trust &amp; Collaboration</li> <li>Conduct Information Technology, Facilities, &amp; Support Services Assessment &amp; Planning</li> <li>Institute Tracking of Accomplishments to Achieve Excellence</li> <li>Monitor Evaluation and Re-design of University Programs &amp; Partnerships</li> <li>Design a One University Survey</li> <li>Explore an Institute of Cultural Humility and Social Determinants of Health</li> </ul>

\*Overlap with Presidential Priorities