

### Creation of the Infrastructure – to develop internal capacity & sustainability

- Completed Upstate Medical University SWOT Analysis
- Developed and implemented a 2-Year Plan of Office of Strategic Affairs (OSA)
- Recruitment & Training:
  - Balanced Scorecard Implementation & project management
  - Data Analytics – business plan development, predictive data analysis and decision analysis (SPARCS Data – NYS-wide hospital data, market & analytical research)
  - Project ECHO – Pediatrics, Geriatrics, Endocrinology (Diabetes)\*
- Created internal capacity for data analytics & project management, across Upstate Medical University (One University)
- Regional Strategy - Heat maps created to identify data-driven regional opportunities in CNY (pursuing partnership opportunities & several are in active discussion)
- Regional Ambassadors to support CNY regional affiliations
- Support academic accreditation efforts (Middle States & LCME)

### Upstate Medical University Leadership implemented the following key activities (examples) - in alignment with Tier I Strategic Plan to advance the One University Road Map:

#### Progress on several Strategic Plan priorities & initiatives:

- Heart Institute
  - Recruited Randall Green, MD, Chief, Cardiac Surgery
  - 2nd Cardiac Surgeon hired
  - Increased volumes & improved patient outcomes

#### **Increase Access:**

- Implementation of Project ECHO
- Full scholarships & housing for underrepresented COM students
- Department of Geriatrics created
- Family Medicine residency to start in 2020
- Increased COM class size from 160-170

#### **Improve Culture of Trust:**

- Implemented Task Force - Effective Leadership in Action

#### **Optimize Facilities:**

- Nappi Wellness Center

#### **Increase Workforce Satisfaction:**

- Gender salary equity survey
- Mayo Clinic Wellness program – Sept. 2018

#### **Increase Integration**

- CEO & Dean at budget meetings

#### **Grow Programs & Community Partnerships**

- Award - Best Community Engagement
- Artificial pancreas program w/ German University
- VP Research to serve as Interim President, ESF
- Council Advisory Leadership implemented – led by Mr. Tom Taylor, University Council President

#### **Improve Quality**

- One University – expanded scope of Quality from hospital to full University
- PARS/CORS training completed – patient safety
- Decision Quality & Decision Excellence training

#### **Enhance Innovation**

- Recruitment in planning - Director of Bioinformatics

#### **Improve Fiscal Responsibility & Transparency:**

- Resources to strategic priority areas e.g. Cardiac Surgery
- Implemented Global Budgeting

#### **Strategic Planning & Management**

- Continued development of institutional Tier I Strategic Plan
- Balanced Scorecard Tier II Strategic Plan: Colleges of Health Professions, Medicine, Graduate Studies & Nursing
- Project Management support for several high level institutional activities

#### Strategic Initiatives:

The following prioritized strategic initiatives are in active progress:

- Integrate Upstate Health Care System
- Institute for Global Health & Translational Science
- Redesign patient entry process
- Create Center/Institute guidelines
- Implement a One University Survey
- Cancer Center
- Neurosciences

### Special Projects

\*Project ECHO (Strategic Tier I Objective – Increase Reputation for Excellence): Aimed to increase access & build capacity in primary care areas

- NYS grant awarded – Endocrine (Diabetes)
- Implemented Geriatric & Pediatric ECHO clinics
  - Results from Pediatrics experience – accepted via peer review for National meeting presentation in Fall 2018
  - Pediatrics: 7 different specialists presenting on 6 specialties – Pulmonology, Gastroenterology, Infectious Disease Neurology, Environmental Health, Endocrinology
  - Since January 2018 there have been 14 ECHO clinics (3 Geriatrics, 11 Pediatrics)
    - 49 unique attendees & 8 counties represented (Onondaga, Broome, Oneida, Monroe, Tompkins, St. Lawrence, Lewis, Otsego)
    - Averaging 11 participants per clinic
    - Partnering with 2 Residency programs: Mohawk Valley Health System & Lourdes
    - 11 SUNY Upstate Practitioners plus presenters & facilitators joined ECHO clinics