



UPSTATE
MEDICAL UNIVERSITY

THE STRATEGIC PLAN OF UPSTATE MEDICAL UNIVERSITY | 2023-2028

EXCELLENCE & ACCESS

WE HAVE IDENTIFIED SIX STRATEGIC PRIORITIES
AND THE MEASURES OF PROGRESS NEEDED TO ACHIEVE THEM.

EXCELLENCE

1 IMPROVE QUALITY AND ENHANCE PATIENT, STAFF AND LEARNER EXPERIENCE

Across missions, programs and services will be designed, promoted and evaluated according to accepted standards and agreed-to quality goals. Upstate will be known for its consistent excellence in patient care, education, research and employment.

MEASURES OF PROGRESS:

- Improve quality of care and patient safety ratings
- Retain and improve Upstate's reputation as a preferred place to work, receive care, learn and conduct research
- Improve wellness of faculty, staff and learners

2 ENHANCE INNOVATION

Foster a climate of innovation across the missions and establish mechanisms to allow innovative ideas to cascade upward from all levels of the institution.

MEASURES OF PROGRESS:

- Increase Hospital at Home services for appropriate patients
- Optimize time to successful completion of training and certification
- Increase research expenditures, royalties, and patents filed

3 IMPROVE EFFICIENCY, SUSTAINABILITY AND FISCAL RESPONSIBILITY

Continuously improve operational and administrative efficiencies, resulting in improved cost management and delivery of services, while reducing waste in all areas.

MEASURES OF PROGRESS:

- Improve timely discharge
- Increase revenue
- Increase percentage of total waste that is recycled or composted

ACCESS

4 INCREASE DIVERSITY, EQUITY, ACCESS AND INCLUSION

The student body and workforce reflect the local community.

MEASURES OF PROGRESS:

- Increase recruitment of faculty, staff and learners, particularly from the immediate community
- Increase retention and improve personal and professional success for faculty, staff and learners
- Increase minority and women business enterprise (MWBE) contracts

5 GROW PROGRAMS AND COMMUNITY PARTNERSHIPS

Grow programs in research, education and clinical care by continuous evaluation of market need and mission objectives.

MEASURES OF PROGRESS:

- Growth in clinical volume and in strategic clinical initiatives
- Increase enrollment in targeted and collaborative academic programs
- Increase contributions to the Upstate Foundation and Medical Alumni Foundation

6 OPTIMIZE TECHNOLOGY, FACILITIES AND SUPPORT SERVICES

Promote efficient use of core facilities and technology supporting research, teaching and clinical care.

MEASURES OF PROGRESS:

- Implementation of a new master facility plan
- Increase use of autonomous machines
- Optimization of telehealth services

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

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

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

EXAMPLES OF HIGH LEVEL PROJECTS BEING UNDERTAKEN TO ACHIEVE SIX STRATEGIC PRIORITIES

1

IMPROVE QUALITY AND ENHANCE PATIENT, STAFF AND LEARNER EXPERIENCE

- Focus on clinical system quality improvement initiatives
- Act on Student Opinion Survey to increase student satisfaction
- Focus on wellness initiatives for faculty, staff and learners

2

ENHANCE INNOVATION

- Increase Hospital at Home services for appropriate patients
- Focus on innovation in curricula or pedagogy
- Implement Research Strategic Plan high-priority initiatives

3

IMPROVE EFFICIENCY, SUSTAINABILITY AND FISCAL RESPONSIBILITY

- Focus on clinical system efficiencies
- Focus on shared services efficiencies
- Expand composting and recycling across Upstate

4

INCREASE DIVERSITY, EQUITY, ACCESS AND INCLUSION

- Improve academic and employment pathway and pipeline programs to Upstate
- Implement race, equity and inclusion trainings
- Focus on minority and women business enterprise (MWBE) contracts with local businesses

5

GROW PROGRAMS AND COMMUNITY PARTNERSHIPS

- Focus on growth in priority programs and services
- Increase industry/research engagements and collaborations
- Align external relationships and collaborations

6

OPTIMIZE TECHNOLOGY, FACILITIES AND SUPPORT SERVICES

- Develop and implement a new master facilities plan
- Expand the number of departments utilizing autonomous machine solutions
- Invest in the latest technologies and instrumentation in research core facilities